



CONCINNITY

Julia "Judy" Moon Aubry, 1915-2006

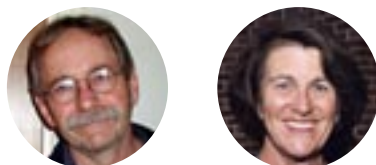


Three sisters (left to right): Mary Frances "Sis" McGee, Judy Moon Aubry, Deborah Pakradooni Miller
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Surdna Welcomes Two New Board Members—With a Twist

In September 2005, the Surdna Foundation welcomed two new board members—the first non-family directors elected to the board in the Foundation's nearly 90-year history. David Grant, President and CEO of the Geraldine R. Dodge Foundation, and Nadya K. Shmavonian, a Vice President at the Rockefeller Foundation, bring their considerable philanthropic experience to Surdna.

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By John Hawkins and Edith Thorpe

The Surdna Board and the Surdna Foundation continue to evolve. A new website, www.surdna.org, which goes beyond being a static information repository to become a useful, dynamic tool for the staff, the board, and grantees, is the most visible, but by no means the most fundamental, example.

On the program level (our five programs are Arts, Community Revitalization, Effective Citizenry, the Environment, and Nonprofit Sector Support), we have instituted a system of "learning through evaluation" which we are calling Success Measures (please see Dara Major's article on Surdna's Success Measures Initiative on page 11). This form of evaluation not only enables us to specify and really understand what we're trying to accomplish in our programs, it also helps us learn how to improve our grantmaking in the five program areas.

At the same time, the board and staff are engaged in a process in each program that involves, at the minimum, examining and potentially redefining our program goals and, in a few cases, a complete retrospective review of the past five years. In two of the program areas, Environment and Community Revitalization, this has led to day-long sessions for evaluating and re-thinking our programs that involved staff and board committee members working together.

For the Environment program, we brought together a panel of distinguished, nationally known experts to help us think through our program's strengths and opportunities, while the Community Revitalization review involved committee approval of our new "hot market/weak market" approach to Community Revitalization and a day spent with grantees and community experts in Boston, one of our "hot market" cities. We define "hot market" cities as those having experienced gains in both population and real estate values in recent years, while "weak market" cities are those that have seen declines in both indicators.

On the board level, we have started a formal search process, chaired by Libby Andrus, to search for a successor to our distinguished and long-time Executive Director, Edward Skloot, who will be retiring at the end of June 2007. Also, as we mentioned in the last Concinnity, we've started

adding a limited number of non-family directors to the board. In November 2006, we added our first two non-family board members, Nadya Schmajovian and David Grant (please see the article about Nadya and David on the cover). They have been invaluable additions to the Surdna board, bringing us both deep knowledge of the field of philanthropy and a combination of wisdom and common sense. It has been a pleasure to have them on the board.

As Surdna board and staff work effectively together, the AFPP staff also works with its various colleagues – the AFF board and grantees, and Surdna's Family Involvement Committee (FIC). Earlier this year, we decided to become more proactive in approaching Andrus family members who had expressed interest in the Homes, Surdna, and the Andrus Family Fund. FIC members called more than 40 of you. As a result, more resumes came into the AFPP office and more board slots were filled (McCain McMurray on AOH/HABF; Annika Hawkins, Thomas Kelly, and Michael Klass on AFF). We are thrilled with these new participants, and are pleased to have generated even more interest among other cousins. Ours is a talented, engaged family, and it is a privilege to have the opportunity to work together in these distinguished family institutions.

At the same time, conversations took place between AFPP staff and our 18-24 year old family members. As a result, BETs II will be launched in January 2007, having been discussed and partially crafted by "in-betweeners" themselves. See Anju Paul's article on page 5 describing this new project.

Our family website (www.andrusfamilysite.org) welcomes both your perusal and your contributions. It includes a variety of articles, pictures, a family database, and much more. Please visit it at your convenience...and add to it!

In closing, know that we are continuing to work hard to find creative, stimulating, and workable philanthropic opportunities for cousins of all ages. Our program is a model for other philanthropic families, and pieces of it have been adopted by a number of them over the past five years. We hope you will continue to demonstrate your interest and join us in this good work, and share it with others.

Concinnity Redesigned.

After six years, we decided to give Concinnity a makeover! Color is now introduced; each representing a different section as explained in the diagram below.

COLOR CODING SYSTEM

	From the Chairs
	Intro Article
	Doers
	Youth
	Celebrations
	In the News
	What's Happening
	Meetings

FROM THE EXECUTIVE DIRECTOR AFPP & AFF



By Steve Kelban

By the time you read our next issue of "Concinnity," Edward Skloot, the first Executive Director of the Surdna Foundation, will have stepped down and a successor will have been named. I came to the family foundations six years ago and eleven years into Ed's tenure. I want to devote my column this year to acknowledging his contributions both to the Surdna Foundation and to the broader field of philanthropy.

Ed became Surdna's first professional staff member and its first full-time Executive Director in 1989. Since that time he has professionalized and built a staff of 20, working in five grantmaking areas. The endowment has grown to almost a billion dollars from \$292 million 17 years ago, and provided more than \$350 million in grants to hundreds of nonprofit organizations. With the Surdna board, he has helped forge collaborations among grantmakers and grant seekers, taken a proactive stance in the Foundation's thematic areas and provided sustained leadership in the non-profit sector. Under his leadership the Foundation has earned a reputation for its entrepreneurial, risk-taking and effective grant-making.

John E. Andrus, III, Chairman Emeritus of the Foundation, said of Ed's departure, "During his 17 years as Executive Director, Ed promoted cutting-edge programs and assembled a top-drawer staff. He deserves great credit for Surdna's present position in the foundation field."

"Ed is leaving a very different Surdna Foundation than the one he joined in 1989," according to John Hawkins, Chair of the Surdna



Ed Skloot

And finally from Ed himself, "I have been honored to work at Surdna and with many members of the Andrus family. Over the last 17 years we have built, together, a compassionate, engaged and very effective Foundation. The Surdna board has been terrifically supportive and forward-looking. The staff has been hugely creative and committed. Our flag flies high."

Ed generously welcomed me as a colleague six years ago and I am glad to be able now in this column to salute his leadership of Surdna and the extraordinary talent he has shown the field of philanthropy. Ed isn't stepping down until June, 2007, and I know there will be many opportunities to celebrate him as we get closer to that time, but "Concinnity" is annual and this seemed the right moment.

Some text taken from SURDNA Press Release dated April 3rd 2006.

Julia "Judy" Moon Aubry, 1915-2006

Born at home in Manhattan, named after her paternal grandmother, baby Julia was soon known to all as Judy. She was the first of Hamlin and Mary Andrus' three daughters. Until she was eight they lived on the former Dyckman farm in Yonkers, which John Andrus had purchased and eventually transformed into an orphanage in memory of his beloved wife, Julia Dyckman. Judy's family then moved into a house closer to John Andrus' home on North Broadway.



By Carol Cardon

This farm meant a lot to our mother, and she had her favorite stories that she loved to tell us about her childhood years there. She cherished the simplicity and routine of her life. The farm was not a working farm but there was an orchard, large vegetable garden, and animals. Her father, Ham Andrus, raised prize-winning pedigreed Guernsey cattle, and Judy knew each one by name. Helping to milk the cows was one of her chores that she undertook each morning. She was very proud of one of her white Cochon bantams that won first prize in the Elmsford Poultry Show. These chores were self-imposed, I believe, as there was help, but I mention them as they demonstrate that Judy at an early age did not want to feel that she led a privileged life. She wanted to work and earn her own way. Other little things reveal this basic nature. She chose to walk to school so as to not have her classmates in the public school see that the family had a driver. Throughout her long life she was never fazed by status. She gravitated toward people who shared her zest for life and love of simplicity. She was uncomfortable around people who put on airs.

Every Sunday, her family would go to John Andrus' house along with other family members. Judy was awed by her grandfather, but rose to the challenge of impressing him with her piano playing and scholastic and sports achievements. Being the oldest grandchild in Yonkers, she became "the apple of his eye" according to her father in one of his letters to her. John Andrus' competitive spirit and thrifty nature had a profound impact on Judy. And then there was her father, Ham, the family mischief-maker and inveterate tease. He held a special spot in everyone's heart. These two men set the stage for Judy's work ethic and love of life.

Her maternal grandparents and their country house in Millerton, New York, were a contrast to the austerity of John E. Andrus and his neo-Tudor residence overlooking the Hudson River. Frank and Fanny Gillette Hotchkiss doted on Judy, their first granddaughter, and she, in turn, adored both of them. Judy lapped up the daily routine of her grandmother's household where each day began with morning prayer, then making the beds, cutting flowers in the garden, preparing vegetables for the main meal of the day, rest time, etc. She was fond of her uncles, in particular Uncle Fred, who sang like a nightingale (he had been a Whiffenpoof at Yale). Her descriptions of Millerton reflected a gentle and gracious life.

Both houses have long disappeared. Happily, the Dyckman farm remains.

All this reverie is meant to underscore that Judy grew up in another era—the roaring twenties, the depression, the period between the two world wars. Yonkers was a rural community. Life was so different.



Judy with her great grandkids.

Judy attended public school in Yonkers, was captain of a winning volleyball team, then finished her high school at The Emma Willard School in Troy, NY. She went to Smith College where she was president of her class for her last two years and captain of the crew team.

At an early age, Judy's love of travel became apparent as well as her meticulous logging of each voyage. Her boxes of memorabilia include journals and bulging photograph albums: the family trips to Niagara Falls and to Quebec City in 1923, her bicycle trip through the United Kingdom with a group of young ladies from Yonkers, the North Cape Cruise, and her trip on a square rigger in the Caribbean to obtain a seaman's certificate. Another album illustrates the lively time out west with her sister, Mary Frances ("Sis") McGee and their first cousin, Eleanor Benedict ("Hoopes"). The Andrus girls dearly loved Eleanor, who was as spirited as their father, Ham.

Judy met Frank Moon on a double date at Smith and they were married at her grandparents' home in Millerton. They moved for a short time to Boston where Frank started his law practice and then on to New York City where Frank worked for the rest of his life and Judy became very involved in her volunteer work and philanthropic concerns. She worked for The Junior League, The Brooklyn Museum, The Legal Aid Society, Grosvenor Neighborhood House, and then served on the Surdna Board from 1977-1994. At one point in her early New York years she was teaching basketball to teenagers in Hell's Kitchen. She was always ready for any challenge and way to help the underprivileged. Throughout her life she supported her beloved Emma Willard and Smith College. In 1966, she headed Smith College's first Capital Campaign and surpassed the set financial goals.

Judy loved to organize events, particularly family reunions. She joined forces with two "soul sisters", Lib Davenport and Judy Cote, to organize the first Concinnity in 1973 that took place at the Tanque Verde Ranch. What a trio these cousins made. They set the stage for later great reunions and the memorable romantic meeting of Skid and Edie Thorpe.

She delighted in bringing cousins together and all who served on the Surdna Board will remember the dinners that Judy created in her Magic Chef oven for the board members at 17 East 89th Street.

Her children were spoiled by her love of travel. After Frank Moon's death in 1983, Judy took to the air, flying regularly to France to see the Cardons, to California to see the Moons, to New Zealand with Smith friends. In 1986, she began biennial family trips and treated her children and grandchildren to wonderful moments. Even after her marriage to Jules Aubry in 1990, the trips continued. She brought Jules to France in his wheelchair and pushed him everywhere at the age of eighty. Her last flight to France was in 1997. Cushing, Maine then became the place for family gatherings.

Judy was a most caring mother, wife, relative, and friend. She was an avid correspondent, ever writing notes to her immediate family and vast network of cousins. Unbelievably sentimental, she never threw away cards from the people she cared about and saved packets of Christmas cards, boxes of greetings from the Andruses, Cotes, Davenport, Griffiths, Taylors, Thorpes, Williams, all of her "cuzzies"!

She cared for us all with an unconditional love and cherished the unique characteristics of her nine grandchildren, their mates, and her fourteen great grandchildren. Her apartment was filled with their drawings, Bobby Shogren's book, Mortimer Mouse, photographs, and cards.

She squirreled all these precious items into drawers and boxes and delighted in looking at them. She kept up with all the sports—baseball, football, ice skating and tennis—how proud she was to say that Lindsay Davenport was her second cousin. And she knew the names of the team players so that she could converse with her grandchildren about all the matches. She was constantly clipping out articles and sending them to all of us, keeping us informed about all the aspects of American life that her family who lived abroad might have missed.

Judy never got over the loss of her two sisters, whom she deeply admired and loved. One year after the deaths of Sis McGee and Debbie Pakradooni Miller, she died. We all mourn her departure. As one granddaughter said, the keystone of the arch is missing. But she instilled in each one of us a love of life and family that will give us the strength to get through this first year and forge into the future. We all salute you, Judy, and bless you for all that you taught us and all the wonderful things you did to make us respect the importance of family and service to society.

In this issue, the focus is on two fourth-generation family members who have provided time, expertise, leadership, and devotion to several of our Andrus philanthropies, as well as giving generously of their time in their home communities.



by Michael Spensley

IN MEMORY OF JUDY MOON AUBRY

(This "Doers" piece is reprinted from the very first "Concinnity" issue, published in the Winter of 2000.)

Judy Andrus Moon Aubry preferred meeting face-to-face to discuss her perspectives on and involvement in community. Nancy, my wife, and our fourteen-year-old daughter, Chelsea, arrived with me at Judy and Jules' home in North Branford, CT, during a beautifully breezy, bright, and fresh autumn afternoon in New England. Judy, a third-generation family member, greeted us and instantly we were engaged in hours of conversation about many interesting topics. Clearly, though, the themes of our conversation—family and community service—were important and dear to Judy and Jules.

That she would become an active participant in community service was an early expectation of Judy's. After graduating from Smith College with a degree in sociology, Judy promptly involved herself in community. Since then, through both volunteerism and her work, she has served others. Her early experiences, beginning in 1940, included volunteer activities at the Brooklyn Museum in New York City and working for the Girl Scouts of America. Throughout the 1940s, her involvement with The Legal Aid Society in New York was widespread—as fund-raiser, book-keeper, founder of the Women's Division, and member of the Board. Judy has very fond memories of the time she dedicated in the 1950s to Grovenor Neighborhood House, a settlement house. Settlement houses were established to provide after-school direction, care, and support for young people whose parents often weren't available because of hardship. Judy's face lit up and her eyes sparkled when she spoke of the kids and related how she had taught many boys the basics of basketball... despite never having played the game herself!

Judy has taught Sunday school and volunteered for responsibilities at her church and has held many volunteer positions in alumnae associations of her alma maters, Emma Willard School and Smith College. From 1976-1992, Judy served on the Board of Directors of the Surdna Foundation, the Children's Home, and the John E. Andrus Memorial.

Judy's life has been and continues to be a very full one. In her retirement home in Connecticut, there are on-going opportunities for community service. She is a student of life and, through her experiences in community, she has learned much. Often, she stated during our conversation, she learned new skills applicable to other aspects of her life through her volunteer activities. She believes in community, family, and giving of oneself. Judy charges us to live simply, to live according to "unto yourself be true," to be inspired by the heritage and spirit of our family and to inspire others.

SANDY TAYLOR KAUPE

Sandy Taylor Kaupe has served on the Surdna board since the mid-1980s and is set to rotate off in the fall of this year. She was also on the Homes Boards until the late 1990s, and recalled for me a rather lively JEAM/AOH meeting 15 or 20 years ago in which she and Judy Moon had quite a debate about air conditioning in the building (Judy lost, Sandy won). Imagine the AOH without air conditioning in this day and age!



Sandy Taylor

Her real love through the years has been the environment, and she was "truly amazed and delighted" that the Surdna Board selected it as a focus area in 1990. Marine issues, in particular, have been a love of hers her whole life, and as chair of the Environment Committee, she has worked closely with its Program Director, Hooper Brooks, on these and many other topics in the environmental realm. Sandy has also been active in a number of both national and regional organizations, including the National Coalition for Marine Conservation, the Duke University Marine

Laboratory, and as a Commissioner for the Florida Fish and Wildlife Conservation Commission, a state agency that is actively engaged in biological and marine assessment projects.

In 1989, Sandy and her family organized the John A. and Elizabeth F. Taylor Charitable Foundation, to support education and conservation (especially marine-related) in Florida. The Foundation played a major role in the

realization of the Florida Aquarium in Tampa, and Sandy continues to serve as a trustee there.

An accomplished sport fisherwoman (wow—what a surprise!), Sandy has two wonderful children and 2 grandchildren, all of whom, we suspect, were born with fishing poles in their hands. Her daughter, Shari Wilson, is a member of the AFF board.

Sandy has proudly represented the Andrus family in numerous ways, and said to me in closing, "I've enjoyed it all!"

CHRISTOPHER (KIT) DAVENPORT

Christopher (Kit) Davenport—one of my very favorite first cousins—has come a long way from his New York City upbringing! Though schooled in the northeast, four years at Rollins College introduced him to Florida and to Louise Mettler, whom he married in the early 1970s.

They settled in Tallahassee, where Kit became a trusted colleague and partner with his father-in-law in the family business, Powerhouse. (The company has many facets, but I clearly remember Kit's having to leave breakfast with us back in 1981 to go help deliver a calf in their herd!) The Mettlers also have a working guest ranch in Moose, Wyoming, and Kit and Louise have managed that ranch for many years. The day Kit and I spoke in July, haying season had begun, and he was due to be in the fields from dawn til dusk – a far cry from the white-gloved dancing school days of his youth!

His Surdna work has informed a good deal of his volunteer efforts in Tallahassee. He has been an engaged member of the MacLay School Foundation board (past Board Chair), the LeMoyne Art Foundation, and the Committee of 99, a group that supports police and fire forces in the city. Both his environmental and community revitalization work have informed a good deal of the work in which he is currently engaged, developing land around their home and business in Tallahassee.

He misses Surdna, and Surdna misses him!



Christopher (Kit) Davenport

By Edith Thorpe



By Jennifer L. Kasoff, Editorial Consultant

Surdna Welcomes Two New Board Members—With a Twist

Continued from cover

As the first non-family board members, David and Nadya are breaking new ground. John Hawkins, Chair of the Surdna board, described the process to decide to add non-family members as a long one, helped along the way by consultants and a search firm. Several hundred applicants—including ones John says he "couldn't believe were willing to talk to us"—came forward. David and Nadya were unanimous choices. Nadya's "insider" view of things, wealth of experience in foundation governance, and ability to identify the "thorny issues you hope no one will notice have added to our ability to discuss and solve problems as a board." Her observations and questions have helped the board get past difficult issues instead of tabling them as had been done in past years, increasing efficiency. John describes David this way: "David is an educator. The instant he walks into the room he put everyone at ease with his genial manner. He's very interested in other people, brings a lot of information with him, and educates everyone without being overbearing at all."

Both David and Nadya expressed a sense of honor and commitment to the family values that make the Surdna Foundation such a strong place, in addition to an interest in serving a family foundation. "The care, focus, and time that a family puts into the process of who will join their mix was different," says Nadya of the interview process. "One of the things I found enormously refreshing while interviewing with family members was that they all introduced themselves in the context of their relationship to the founder, their families, and where they were in life. Most of my decisions in my professional life have been around balancing work and family, so the way they brought this to the table in a warm way was appealing." David also found the interview process interesting, and enjoyed talking to a new group of people about the things "that matter most to me."



David Grant and Nadya K. Shmavonian

David has been impressed by how much of board meeting time is spent talking about important things, "an important barometer for any board." He also says, "It's more work than any other board I've been involved in—a reflection of the depth in the areas Surdna works in and the notion that board members be intellectually engaged." He also greatly appreciates the highly professional staff of Surdna.

They have both felt embraced by their fellow board members, despite the lack of family connection. Nadya says she is frequently "reminded of the humility that family members have in their work that is a very important reminder for those of us who are stewards of resources from long, long ago but who are not family members. They bring a gift of dedication and passion to the family and their work."

The experience of Surdna's new board members makes it clear why they were unanimous choices. As the CEO of the Dodge Foundation, David is responsible for development and evaluation of programs in the Foundation's five areas of giving: education, the environment, the arts in New Jersey, welfare of animals, and local Morris County projects. He spent his professional career before Dodge as an educator. In 1983, he and his wife co-founded The Mountain School of Milton Academy, a semester-long, interdisciplinary environmental studies program in Vermont for high school juniors. He has also been a national consultant to schools and leader of workshops on education-related topics. In the public service world, David was Town Moderator of Vershire, Vermont, and a Board Member of the Vermont Council for the Humanities. He is currently Vice-Chair of the Council of New Jersey Grantmakers and a Trustee of Newark Academy. Nadya is Vice President for Foundation Initiatives at the Rockefeller Foundation. She has been heavily engaged in a strategic planning process since joining the Foundation in 2005. Before joining the Foundation in 2005, she worked as a consultant, providing strategic direction and counsel to foundations and nonprofit organizations. She has extensive foundation management experience, including 12 years at The Pew Charitable Trusts where she worked as Executive Vice President, following several years as Director of Administration and as Program Officer in Health and Human Services. She has been a member of multiple nonprofit boards.

The new board members are selected for single four-year terms. They have full voting rights and can chair any committee. Family members can serve up to three three-year terms.

The Surdna Foundation is fortunate to have such talented and experienced new members of the Board.

By Anju Mary Paul, Freelance Reporter, AFF

YOUTH

Board Experiential Training—The Next Generation

Their in-house nickname is "tweeners," to represent their "in-between" status as 18-to-24-year-olds: too old for the Andrus Youth Service Program (AYSP) for high schoolers, but too young to be eligible for Andrus Family Fund (AFF) board membership. For years, the Andrus Family Philanthropy Program (AFPP) had been trying to think of ways to involve these family members in the tradition of philanthropy and public service started by John Emory Andrus. After much scratching of heads, Steven "Kelly" Kelban and Sabena T. Leake from the AFPP had what now seems like an obvious idea: Why not just ask the tweeners themselves for ideas?

Kelly and Sabena did just that. Thanks to their outreach efforts, a new program—Board Experiential Training (BETS II)—is starting in January 2007 that will give these younger Andrus siblings and cousins an opportunity to learn the A to Zs of grant-making.

Participating family members will collectively research, nominate, and select non-profit organizations to receive grants ranging from \$5,000 to \$10,000 each. In this way, they will learn the full spectrum of philanthropic work: from preparing a grant docket, to deliberating over proposals, to reviewing work done after the receipt of an award. Frank Hartmann, who teaches at Harvard University's

Kennedy School of Government and has worked with AFF in the past, will serve as the group's mentor, advising them on the ins and outs of grant-making.

Frank helped design the initial survey used to solicit feedback from the youth, including questions such as: Do you volunteer right now? What do you think about volunteering in general? What's preventing you from volunteering more? How do you think AFF can help you with your volunteering?

My job, as a freelance reporter, was to conduct the survey, talking with each of the 39 tweeners on the phone, to learn more about their volunteering interests and pump them for ideas.



Professor Frank Hartmann

From the 20 family members I managed to interview, it quickly became clear to me that the Andrus tradition of philanthropy runs very strong in this latest generation, too. Practically every one of the cousins

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Caroline Andrus
Julia Dyckman Andrus Memorial



Angela P. Earley
Andrus Family Fund



Mark C. Bradley
Andrus Family Fund



Thomas Kelly
Andrus Family Fund



Laurie Davenport Stavisky
Andrus Family Fund



Carol Cardon
*Andrus-on-Hudson
Helen Andrus Benedict Foundation*



Alice Andrus
Surdna Foundation



Hamlin A. Pakardooni
Julia Dyckman Andrus Memorial



Josephine B. Lowman
*Andrus-on-Hudson
Helen Andrus Benedict Foundation
Surdna Foundation*



Davis Milligan Benedict
Andrus Family Fund



Kathryn Downes
*Andrus-on-Hudson
Helen Andrus Benedict Foundation*



Michael S. Spensley
*Andrus-on-Hudson
Helen Andrus Benedict Foundation
Surdna Foundation*



Rev. Kenneth R. Downes
Andrus Family Fund



McCain McMurray
*Andrus-on-Hudson
Helen Andrus Benedict Foundation*



Melinda George
Julia Dyckman Andrus Memorial



Colby Andrus
*Andrus-on-Hudson
Helen Andrus Benedict Foundation*



Edith D. Thorpe
Surdna Foundation



Sandra T. Kaupe
Surdna Foundation



Peter B. Benedict
*Andrus-on-Hudson
Helen Andrus Benedict Foundation
Surdna Foundation*



Richard S. Thorpe
Julia Dyckman Andrus Memorial

Andrus Family Members

*who have served on one of the
five philanthropy boards
since 2000.*



John F. Hawkins
Surdna Foundation



Pamela Brill
Surdna Foundation



Fredrick F. Moon III
*Andrus-on-Hudson
Helen Andrus Benedict Foundation
Surdna Foundation*



John E. Andrus III
*Surdna Foundation
Julia Dyckman Andrus Memorial*



Elizabeth H. Andrus
*Surdna Foundation
Julia Dyckman Andrus Memorial*



Lawrence S.C. Griffith
*Surdna Foundation
Julia Dyckman Andrus Memorial*



Timothy D. Thrope
Andrus Family Fund



Elizabeth M. Wilson
Andrus Family Fund



Caitlin Boger-Hakwins
Andrus Family Fund



Carra M. Cote
Andrus Family Fund



Michael Klass
Andrus Family Fund



J. Michael Pakardooni
Surdna Foundation



Phillip Andrus
Julia Dyckman Andrus Memorial



Shari Taylor Wilson
Andrus Family Fund



Ann Bourne Williams
Andrus Family Fund



Samuel S. Thrope III
*Andrus-on-Hudson
Helen Andrus Benedict Foundation
Surdna Foundation*



Kelly Davenport Nowlin
Andrus Family Fund



L.S. Cameron Griffith
Andrus Family Fund



Mary Lowman
Andrus Family Fund



Christopher F. Davenport
*Andrus-on-Hudson
Helen Benedict Foundation
Surdna Foundation
Julia Dyckman Andrus Memorial*



Peter C. Vorhees
Andrus Family Fund



Peter Benedict II
Andrus Family Fund



Annika Hawkins
Andrus Family Fund



David G. Earley
Julia Dyckman Andrus Memorial

John Andrus III celebrates his 97th birthday with family

(top) Steve Andrus, Peter Benedict, Libby Andrus, B.J. Andrus, Julie Andrus, Katie Andrus

(front) Skid Thorpe, Edie Thorpe, Nancy Benedict, John E. Andrus III



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and siblings I interviewed already volunteers with local or international charities, while simultaneously shouldering various work and school responsibilities. "It's a balancing act," Julia Voorhees, who is in the Class of 2008 at Smith College, said to me. In addition to heavy coursework and membership in two varsity teams (tennis and skiing), Julia serves on the board of the Student Athlete Advisory Committee at Smith that organizes a range of charity events to help raise money for their local Make a Wish program for terminally ill children, and is also responsible for student athlete welfare.

All the youth stressed how important volunteering was for them. Rebecca Cote, a master's student in architecture at the University of Colorado at Denver, told me that she thought volunteering was particularly beneficial for her age group. "I think this is the time to start doing things like non-profit work in your life," she explained. "You're old enough to be responsible for what you're doing but at the same time, you're young and open to learning new things."

My favorite part of my conversations with the tweeners, however, was listening to their ideas for the new program. It was here that their enthusiasm and imagination really shone through. "Something like a junior board to expose us to what it means to be a board member, our responsibilities and duties, would be great," Kim Kaupe, a junior at the University of Florida who volunteers at an art class for children twice a week, suggested.

"To understand how programs get funded and the grant-writing process would be most interesting and most useful," Courtney Spensley, who will be starting a graduate program in community psychology this fall, told me. "I think it's a very beneficial skill to have in the long run, not just for possible future Board service with a nonprofit organization but also for life in general."

Kim and Courtney's feedback and more like theirs directly shaped the focus of the new program on grant-making. In January, when the program kicks off, all participating family members will be flown to New York City to attend an orientation where they will get to know each other. But they will also sit in on the AFF Board's quarterly meeting so they can see firsthand how grant-making is conducted within the Andrus family and become the sixth generation of the family to be involved in philanthropic work.

Q&A with John E. Andrus III



by Thomas Kelly

This past May, my grandfather, John E. Andrus III, went back to Wesleyan University for his 73rd reunion and to see the graduation of his granddaughter and my sister, Megan Kelly. I spoke with him after the event to capture his reflections.

Tell me about the family tradition at Wesleyan.

I went back for Megan's commencement and found I was thinking a lot about my great grandfather, Loyal Benedict Andrus, who was a very poor Methodist minister. Wesleyan was formed in 1831 and he was there around 1838, but was not able to finish, most likely because he ran out of money. The next family member to attend Wesleyan was my grandfather, the first Johnny Andrus. He graduated in 1862 and became a trustee and a great help in financially supporting the school. His daughter, Edith Andrus Davenport, my aunt, graduated in 1908. I graduated in 1933 and it was a bit of a shock to find out that it had been 73 years since I'd graduated! And now Megan is the latest Andrus to have attended Wesleyan.

How do you feel the campus has changed since you attended?

Thankfully, the campus and beautiful old brownstone buildings have not changed much at all. However, the population has changed significantly. Wesleyan was all male when I was there and outside of one friend, all white. Fortunately, today it is very diverse and there are students with many different backgrounds. I had the pleasure of meeting many of Megan's friends at her graduation BBQ. The diverse student body seems to have given her a wonderful, broad experience.

We spoke recently about you doing some pretty serious calisthenics, and I hear you have a semester of eligibility left at Wesleyan. Is it true that you were considering returning for some tennis doubles?

Old Thomas, ("Old Thomas" is a nickname that my grandfather has had for me since I was very young), at my age I've sworn I will never play tennis again!

At Wesleyan I had always wanted to play house or intramural baseball. I read somewhere that all good baseball players chew snuff. So as I was getting ready for my first game, I put a big wad of this snuff in my cheek and headed out to play left field. Just as a high ball came up and I went

to catch it, the snuff took over and I got extremely dizzy and the ball hit me smack in the forehead. And that pretty much ended my athletic career at Wesleyan.

What was your focus academically when you were at Wesleyan?

I majored in English and had visions of teaching English when I graduated. As it turned out, I got waylaid and went to law school and later became an attorney and a member of the Florida Bar. I went into the army in 1941 and got out in 1945. At that time, we moved from Florida back to Minneapolis because we were starting to raise a family. I didn't want to take the Minnesota Bar exams, so I found a little business that had to do with the deep drawing of metal out of flat stock, which would be used for things like fountain pen caps. This metal sold at a very low price, but at a very high volume, which made it worthwhile. I ran the company for about 40 years and enjoyed it very much because I was able to do things like go skiing with my family when I felt like it.

Is it also true that you visited your old fraternity so that you'd know if you'd be inclined to join if you did indeed return for some doubles and graduate work?

Well, I lived in Alpha Delta Phi for 2 or 3 years and the place looked pretty good. The only

real difference I noticed was that there are now many female members, which I view as a great improvement! As it so happened just about the time I stopped by, they were having a program where the fraternity alumni were reminiscing about their days at the house. As I was the oldest alumni, one of the current members asked me to participate, so I told a few anecdotes.

I remember we used to make a few appropriate drinks in the bathtub for parties at the house. There was a fellow named Captain William, who was a bootlegger and would run alcohol down from Canada. We'd then take it to the state house in Hartford so a chemist could test it and make sure we wouldn't go blind from drinking it! At parties, we would prepare this drink called Fish House Punch by putting huge quantities of this bootlegged alcohol in the tub and mixing it with fruit juice. So probably not much has changed in that regard!

Was Megan's commencement a special experience for you?

We had a wonderful weekend, and I'm so glad I made the effort to go back. I had always secretly hoped one of my grandchildren would attend Wesleyan and carry on the family tradition, so there was a special meaning seeing Megan graduate.

AYSP Celebrates Five Years



By Masiel Rodriguez-Vars
Andrus Youth Service Program Coordinator

Begun in 2001 as a program to introduce the youngest members of the family to philanthropy, the Andrus Youth Service Program (AYSP) marked its fifth year with young people finding their passions and a surprise family connection.

"Make grants that matter to you" has been the AYSF mantra since its inception. While it sounds easy enough, it is surprisingly difficult to reflect on what it is that you care most deeply about and then to channel that passion into a grant opportunity. It is a task that challenges most adults (ask your cousins on the Surdna and AFF Boards). And you might think that it is one that young people would shirk or take lightly. I was amazed, and a little surprised, at how seriously this group of AYSFers approached their task of awarding a \$750 grant to an organization of their choice.

Fifteen-year-old Megan Thorpe knew from the start that she wanted to focus on drug rehabilitation programs. During our initial brainstorming sessions, where we talked about issues that impacted each young person, Megan shared a story about a teammate who had recently been caught with drugs on campus. "I saw the pain that her friends and family went through," she recalls. "That's why this project is so important to me."

As Megan researched rehabilitation centers in her area, she developed a sophisticated understanding of the services available. She ultimately chose to support Hazelden's Center for Youth because it focused solely on youth between the ages of 14 -24, as opposed to other centers that lumped youth with adults. She also chose Hazelden over aftercare centers because she was "more interested in helping the process of getting over the addiction rather than the aftermath of it." After learning that a growing number of Hazelden's clients are young women, Megan asked that her AYSF grant be earmarked for the campaign to build additional housing for women.

Chad Spensley used his AYSF experience to follow up on a question that he had wondered about for some time: Where do the homeless people in his town go? Through his research of local food banks and programs like the Salvation Army, he found Connection House—an organization that provides safe housing for runaway youth. Once Chad learned more about this particular segment of the homeless population and the challenges they faced, he was convinced that Connection House should receive a grant. "I think it's important to have a safe place where kids can go if they get in trouble and can't go home," says Chad. "Some kids have troubled parents and just have to get away. Connection House is a place where a kid can go and feel safe."

Like for many of his AYSF peers, the site visit provided Chad with a real-life connection to the issue he was exploring. "It was difficult going to Connection House and seeing kids there my age. It surprised me to know that many kids go there, and it is usually full."

Kaitlin and Samantha Spensley's passions led them to explore programs around the world only to come

back home to fund programs that are deeply rooted in their family traditions. While at school, both young women had been inspired by their peers to get involved in initiatives helping children and families in developing countries. "I want to pursue international studies in college," explains Samantha. "When I heard about these programs working with young kids in Africa, I knew that this was something I wanted to learn more about." Kaitlin was similarly moved by a talk on programs working with young children in Latin America. They researched these organizations in depth while simultaneously exploring other areas. (AYSP requires participants to research at least three organizations before making a final decision.)

Those other areas included long-held passions: hockey and horses. Sixteen-year-old Kaitlin followed in the skating paths of her big brother and sister and has been playing hockey since the age of four. For her, hockey is more than a sport. It is part of a



Cover of AYSF workbook

family bond. After hearing about Hockey has Heart, an organization that provides financial support to families whose children have been injured in the sport, Kaitlin followed her own heart and recommended them for a grant. "It was really hard to decide between them and Christel House (the Latin American children's organization). I thought about it for a long time, but after talking at length with the Vice President of Hockey has Heart I really wanted to give the grant to them." Kaitlin was so moved by her site visit that she plans on volunteering for the organization.

Her big sister, Samantha, felt a similar tug to support her longtime interest in horses. As with hockey, horses are an integral part of the Spensley family history. Samantha's father grew up on a horse farm, and her grandmother continues to show them. "They've been a part of my life for as long as I can remember," explains Samantha. "If I was going to make a grant to something that mattered to me, horses had to be on the list."

Samantha searched the Internet and found an organization that shared her deep compassion for horses right in her community. Horses' Haven is a sanctuary for neglected and unwanted horses.

They rehabilitate the animals and search for foster and/or adoptive homes for them. Like her younger sister, Samantha found it tough to choose between the three organizations she explored. "I couldn't believe how hard it was for me to pick just one. They were all great organizations doing work in things I really cared about. Finally, what made the difference to me was that I wanted to give to something local. I found out that that was pretty important to me."

Sixteen-year-old Sam Andrus found out how important it is not to let your passions cloud your judgment. As a talented saxophone player, Sam wanted to award a grant to a music organization. The Battell Stoeckel Associates seemed promising. They were right in his hometown and had a long history of promoting an appreciation for music. Sam grew more excited when he met with the Director and learned about Battell's enrichment programs in schools and their extensive list of community concerts.

Sam simultaneously researched the Susan B. Anthony Project, which promotes the safety of victims of domestic abuse and sexual assault. He had learned of the organization through a friend and was intrigued by their work. After his site visit, Sam was overwhelmed. He was amazed by the professional manner in which they treated him. The Executive Director immediately returned his phone calls, took him on an in-depth tour of the facilities, and had "even prepared a PowerPoint presentation with powerful interviews of some of the women who seek refuge at Susan B.!" Sam was also deeply impacted by the dedication of the staff to an issue to which he had previously given little thought. "It was impressive to see how much they cared about this cause and how thorough they are. They don't just take care of the women who have been victims of violence, but also think of their families, especially the kids."

As much as he wanted to award a grant that addressed his music passions, in the end Sam was persuaded that the Susan B. Anthony project would make the best use of the funds. "Susan B. was so well-run, with a highly qualified paid staff that really cares about their work. They've shown that they can accomplish a lot." Sam's AYSF grant will purchase toys for the new children's space at Susan B. "I want to ensure that the kids are given a comfortable environment where they feel safe and that they aren't overlooked as victims of domestic violence." It sounds like this experience may have planted seeds for a new passion for Sam.

The AYSF experience also provides young people with a few additional benefits. With four years of grantmaking under her belt, Samantha Spensley noted that she has a newfound confidence as a result of having to cold-call Executive Directors. "I remember being so nervous making my first calls and site visits. Now after I find an organization on the Internet, it's pretty easy to just pick up the phone and start talking." This poise and confidence will serve her well as she starts college this fall.

Samantha will take another AYSF benefit with her to college—her connection with fellow AYSFers, Molly Thorpe. Both young women have participated in the program since its inception, and now will head off to the University of Miami in Ohio where they will meet face-to-face for the first time. What better way to mark the five-year anniversary of a program that is meant to connect young family members to their philanthropic passions...and to each other.

WHAT'S HAPPENING AT...

HELEN ANDRUS BENEDICT FOUNDATION



By Kate Downes

Center for seniors, if you will. Intended to serve as a gateway for all interested older adults, it connects seniors with programs to assist with transition planning, meaningful paid work and volunteer service, lifelong learning experience leading to new careers and enrichment, and engaging in appealing social activities with their peers. Let's say it is nothing like your traditional senior center! A participant might attend an exercise class at one location in the morning, meet friends for coffee at a seniors-only cafe, and then, thanks to a convenient new transportation shuttle system, attend an art class across town in the afternoon, before working with a group of local children to transform a local dumping site into community gardens. With newfound energy, the participant might even attend an informative lecture that evening. The interests and abilities of the older residents have been impressive!

Second, and still a work in process, is an effort to create a comprehensive vision for Yonkers' older adults. The original five-page draft will be enhanced and fine-tuned after input from as many grantees and community representatives as possible. The response, so far, has been enthusiastic. The vision presents an idyllic image of Yonkers for its older residents: every older adult is aware of all of the appealing ways they can participate in the community, and older residents are sought out and valued for their experience, wisdom, and abilities. Schools are filled with seniors tutoring young people, with teens, in turn, teaching the seniors how to use computers. A website and "one-stop" phone number provide information and referral about activities and services of interest to older people or their families. Local colleges and universities add a multitude of new courses that attract droves of older learners, and the City launches a "Brain Gym" for residents who wish to assess their own brain health and determine the activities needed to maximize their brain health over their lifespan. Naturally, Yonkers becomes a "go-to" City, serving as a model for the region and the nation.

Since all of our grants are carefully crafted to work toward these exciting goals, it should be obvious why the Board members get so much satisfaction from serving. Our cousin, McCain McMurray, recently joined the board, offering his wonderful insights and experience, and we continue to welcome other interested family members. Just be prepared that your introduction will be a tour of Yonkers!

ANDRUS ON HUDSON

By Josie Lowman



Andrus on Hudson (AOH) continues to thrive. We are currently at our census goal of 180 residents. AOH has a very vibrant resident population and hosts many outside events for the elderly population in surrounding towns. Some of the most recent events at AOH have been: Helen Andrus Benedict Day was celebrated by 56 residents who went to "Travelers Rest" for lunch while other residents were at "Chez Andrus" with a similar menu and music; Horticulture Programming; Annual Mother's Day Brunch; a Luau; Resident/Staff Fashion Show; Hastings High School presented Crazy for You; a drama performance and dinner for seniors; and a Resident/Staff Talent Show.

McCain McMurray was voted onto the AOH board in May as our eighth family board member joining

me, Kate Downes, Fred Moon, Carol Cardon, Mike Spensley, Colby Andrus, and Sam Thorpe, as well as four community board members: Rachael Grob, Bruce Jennings, Bob Cadoux, and Irene Guthel. We are very excited to have McCain on the board because we are hoping that his architectural background will help us understand the construction going on at AOH. We also continue to look for other interested family members who would like to serve on the board of AOH. Please contact me if you are interested.

AOH is in the process of completing financing to renovate the electrical, plumbing, heating, and cooling systems and to repair some structural damage to the 50-plus-year-old building. We started the structural and systems renovations early this spring with the removal of the old boilers that had been in place since the construction of the building. Asbestos also had to be carefully removed from the areas under construction. Renovations and constructions to an existing nursing facility are very difficult because the New York Department of Health has to be brought in at every step to make sure that the facility is not doing anything that will be harmful to the residents. So far, AOH has had a very clean bill of health mainly due to the hard work of Betsy Biddle, AOH Executive Director, and Lauren Reinertsen, AOH Administrator.

In addition to the systems and structural construction, we have redecorated nearly all the residents' rooms and are in the process of redecorating the common areas of the home. The redecoration consists of new chairs, draperies, carpet, and bedspreads. The common areas have received new paint and furniture. The new dining room furniture is arriving in August. We hope it will be in place for the September board meeting.

Betsy was also able to get a photographer in Florida to take a very good picture of Peter Benedict in honor of his many years of service to AOH. The picture is now hanging on the first floor. Please feel free to stop by and visit the home. Those of you who have visited in the past may not recognize the inside.

JULIA DYCKMAN ANDRUS MEMORIAL

By Larry Griffith



These are very busy times at the Julia Dyckman Andrus Memorial. Within our four core programs, we provide care for more than 2000 children and their families at any one time. We have recently merged with an excellent outpatient mental health counseling service and will soon merge with an organization with an outstanding therapeutic day care center.

Residential care of emotionally troubled children is the program with the longest history. When there was no need for an orphanage in the 1960's, our mission changed to provide residential care for emotionally troubled children, children too ill to be in foster care but not requiring inpatient psychiatric care. There are 70 children in this program. All of these children attend the Orchard School, our on-site special education school. We also have 75 day students in this school who are referred from local school districts. In the early 1990's, we began a home visiting program in our community. It is our firm belief that the most important time in a

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"Success Measures begins at home—with an examination of our own goals, strategies, and outcomes, with a clear willingness to test our own assumptions and try on some new ways of thinking and working."

SURDNA FOUNDATION

Accountability and Effectiveness: Success Measures at the Surdna Foundation

By Dara Major,
Director for Planning
and Strategic Initiatives



What is the Surdna Foundation responsible for, both internally and externally? What are our goals and key strategies, and what resources can we marshal? How do we define "success" and how—in partnership with grantees and others in the field—are we doing?

As in many organizations, Surdna board and staff are wrestling with the accountability pandemic that is sweeping the sector. Improved accountability has been a major force behind effectiveness and outcomes measurement in many foundations. It is an issue that's likely to gain in importance as more, not less, will be expected of philanthropy in the future.

While Surdna's approach is somewhat driven by this external environment, it is primarily rooted in the Foundation's impact-driven mission and organic development as an organization. Founded in 1917 and staffed in 1989, Surdna has reached a point where it simply makes sense to pause, reflect, and plan for the future. Board and staff together have gained valuable experience, and, with the maturation of Surdna's programs, have created an arc of development to learn from and build on for the future. Surdna is also embarking on a period of transition, with the retirement of Executive Director Edward Skloot planned for 2007. Now, more than ever, Surdna's board is committed to learning more deeply about what works, to more effectively align mission and resources at all levels of the Foundation.

Measuring success is, like community change, a continuous process. Improving the lives of children, families, and communities usually does not happen quickly; it requires many incremental achievements which, together, form a pattern of progress toward a long-term goal.

It is often much easier to define those long-term goals, which are typically so broad that they are uncontroversial. But measuring interim achievements is what allows us to really understand change over time. And certain interim achievements, such as building key capacities, can actually create the conditions that make achieving long-term goals possible.

Surdna has been engaged in a series of activities over the past several years to build key elements in its own capacity. Staff and board together conducted and learned from evaluations of individual programs, upgraded our grants management and other systems, and completed an organization-wide strategic planning process. As an outcome of that process, I was asked to design and lead a board-staff initiative called Success Measures to build on the great work done in the past and more intentionally and openly inquire into impact going forward.

With Success Measures, we're attempting to move beyond evaluation and toward more ongoing assessment/learning and planning. Evaluation traditionally has an event-based meaning: something occurred in the past and now someone comes in to review it, for example a review of programs after five years. Measuring success, on the other hand, is more of a process. We are not attempting to substitute for traditional, retrospective, large-scale evaluations conducted by external evaluators. Instead, we are building our own capacity for ongoing assessment to inform and improve strategy development and impact, to more closely examine the real-time interaction between our short- and long-term goals, methods and tools, findings and plans for the future. Through this effort, we seek to complement external evaluation, and to create more fertile ground for learning and impact across the Foundation. We're weaving together our theory and practice in slightly new, more results-oriented ways to:

- Help focus and improve outcomes or impacts
- Promote our programs to potential participants
- Assess program implementation
- Inform strategic planning
- Assess the quality of operations
- Help gauge grantee satisfaction
- Inform resource allocation decision-making within the Foundation

As you can imagine, the approach we've taken does not rest on indicators and metrics of grantee outcomes. Instead, Success Measures begins at home—with an examination of our own goals, strategies, and outcomes, with a clear willingness to test our own assumptions and try on some new ways of thinking and working. We're having conversations at all levels of the organization to surface insights, creative tensions, and shared objectives. We are also carefully balancing our high aspirations with the reality of our resources. Above all, we are keeping Surdna's organizational culture and "Stated Approach to Grantmaking" [see sidebar] at the heart of our work. It's an exciting time to be at the Foundation.

With a transparent and inclusive process of engagement to get everyone on board, much has been accomplished so far. We've worked with all program staff to map concrete program goals and what we're doing to achieve them; created an application and reporting system for grantees; revamped our website support for that system; improved and, in some cases, built knowledge management systems to collect and use data; improved the content of board books so that we could all better see where resources are going and what our collective intentions are; and convened our inaugural Annual Review Meeting, dedicated to sharing what we've learned across programs and to planning for the year ahead.

In short, we're building practice. We know we probably won't ever be able to provide absolute certainty about outcomes. Or fully solve the question of how much achievement and attribution accrues to Surdna if we fund only a small part of a large project. Or substitute for values and judgment brought to the process. But incorporating Success Measures reflections and conversations as a regular part of doing business has already enabled us to develop a common language and deeper understanding of our collective enterprise.

OUR STATED APPROACH TO GRANTMAKING

We are interested in fostering catalytic, entrepreneurial programs, which offer viable solutions to difficult systemic problems. We seek, as well, high quality, direct service programs which advance our philanthropic goals.

We enjoy collaboration with our grantees and seek to work with them in supportive, collegial relationships. We recognize the importance of collaborating with other foundations to build joint, diverse programs and to leverage our funding with that of other foundations, corporations and governmental bodies.

We make both project and general support grants. We do not generally fund individuals, capital campaigns or building construction, or projects that are internationally based or focused.

We are committed:

- To respect those seeking grant monies by demonstrating promptness, courtesy, responsiveness and objectivity in assessing how their grant requests meet our philanthropic goals.

- To communicate honestly and directly with those seeking support.

- To demonstrate both accountability to and support for our grantees after a grant is made.

Foundations are uniquely positioned to develop this special kind of proficiency – to continually clarify vision, focus efforts, cultivate patience, and use resources wisely.

As John E. Andrus's daughter Helen Benedict once said, long after his passing, "I know I'll have to account to him for what I've done with Surdna." By building on and strengthening Surdna's effectiveness, I hope we'll all be able to help her out a bit with that accounting.

In Transition



By Laurie Davenport Stavisky

This fall, one year will have passed since the Andrus Family Fund (AFF) embraced its first personal transition. In September 2005, two founding Board members, Ann Williams and Peter Benedict II, rotated off the Board and AFF welcomed Angela Earley, Davis Benedict, and myself as new Board members. We had big shoes to fill. Ann and Peter, with former Board member Mary Lowman, who passed away in November 2004, helped create the Board's vision, Core Values, Statement of Culture, and two program areas: Foster Care to Independence and Community Reconciliation. It was a transition that was under the radar for a couple years, and one for which Kelly, Sabena, and Ingrid (the backbone of AFF) readied themselves.

Transition, as defined by William Bridges, is not simply a change that occurs at any point in time, but rather it is a process that individuals and/or organizations need to go through to

navigate and manage change effectively. We all experience life changes so to speak (marriage, the birth of a child, embarking on a new career, relocating to a new city), but what we neglect to attend to is the inner or underlying process (transition) that we all go through to help manage these life changes effectively. That is where William Bridges comes in; he provides a road map of the transition process. His work is the guiding force behind AFF's work. My fellow Board members and I believe that in order to create successful social change, one must recognize and address the emotional and psychological effects of the change process. Bridges' framework does just that (see www.affund.org). Almost a year later, the AFF Board continues to navigate successfully through its own major transition, while experiencing and applying the transition process like never before.

One item in AFF's Statement of Culture reads, "We recognize and embrace transition as it applies to our work and we respect its impact and meaning in the process of our development as a Board." As a new Board member, I have seen this play out first hand. In order for an organization to receive funding from AFF, it must be willing to integrate the transition approach at all levels. I have heard from grantees implementing the framework as they spoke to us about their program's success. I have

read professional publications highlighting the transition framework as it applies to the foster care arena. I will be attending a Joint Grantees Conference in August 2006 and will be afforded the opportunity to hear William Bridges speak. The conference will also provide an opportunity for grantees and Board members to come together to share experiences, resources, and provide feedback about the usefulness of transitions in their work.

As a new member, I remember thinking, "They really do embrace the transition framework they have adopted. What an innovative model of giving!" It was clearly embedded in all the inner workings of the Board as well. As Angela Earley noted, "Seeing transitions play out during the Board's first rotation last September was very interesting. Everyone was aware of the impact that this rotation was having on, not only members leaving, but also those of us coming in. There was obviously a lot of thought that went into it."

Angela, Davis, and I jumped into the Board's work with both feet. We were reassured immediately that we were not expected to be proficient in either program area, much less the workings of organized philanthropy. As two schoolteachers and one therapist, we found ourselves questioning things often. We were encouraged, and

repeatedly reassured, that it was okay to be new to it all. Kelly, Sabena, and Ingrid even carved out an afternoon before a Board meeting to brief us on more of the history, language of AFF, specific grantees, and many other facets of AFF's grant making process. "They (AFF staff) are all incredibly committed to their work," said Angela, "and I believe they are a rare find. I truly appreciate their dedication to this family's work." I, too, feel very fortunate to be under their direction and leadership. I feel an incredible sense of pride to be a part of AFF. Not only am I on the giving end and contribute to the grant making process, I am on the receiving end by connecting with extended family and learning a great deal along the way.

In September 2006, the second Board rotation will take place. Change is constant; transitions are perpetual. That has certainly been reinforced along the way. Is there ever the "perfect time" to embark on a new path or become an active Board member? Don't we almost always seem to be in some sort of transition in our lives? I am so glad I took the plunge and went for it! I have great respect for the philanthropic values AFF embraces. It is a privilege to learn and participate in organized philanthropy, particularly within a family setting.

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child's development is 0-5 years. We visit approximately 450 new mothers at least once a week to be sure that the baby's and the mom's needs are being met. We also teach parenting skills. We helped found and remain active in the Yonkers Early Childhood Initiative, a consortium of 60 business, government, faith-based, and non-profit groups that focuses on children 0-3 years. The new therapeutic daycare center will serve very young children from a different perspective.

The Andrus Center for Learning and Innovation has sparked local and national interest beyond anything we might have hoped. For the past seven years, we have integrated the sanctuary model as a therapeutic technique to help emotionally troubled children. This has met with such success that many other agencies have shown interest. New York State has engaged Andrus to train seven agencies in this technique. Two other states are in discussion. The large garage area in Benedict Hall is being renovated to create a training and conference center.

Nevertheless, these are very difficult times for non-profit organizations. Two fine Westchester agencies have turned to us for help. Reimbursement rates do not cover all of the expenses of our care. There is no money for capital improvements. Very generous support from the community and the Andrus family has been a critical aspect of our success. These are difference dollars that help fill the gap between reimbursement and the costs of the excellent care.

Five Andrus family members (Philip Andrus, David Earley, Ham Pakradooni, Rich Thorpe, and Larry Griffith) currently serve on the JDAM Board. Within this year, John Andrus stepped down after 55 years and Libby Andrus after more than 20 years. We will miss the enthusiasm and wise counsel that John and Libby brought with that responsibility. For those of us on the Board, it is an enormous privilege to serve children and the Andrus family in this manner. Our wish would be that family members would visit our campus to see the good and exciting work that the original John Andrus put in motion.

Andrus Family Board Members

Andrus Family Fund

Davis M. Benedict
Carra M. Cote
Angela P. Earley
Annika L. Hawkins
Thomas M. Kelly
Michael Klass
Kelly Davenport Nowlin
Laurie Davenport Stavisky
Peter C. Voorhees
Elizabeth M. Wilson
Shari Taylor Wilson

Andrus-on-Hudson

Colby Andrus
Carol Cardon
Kathryn Downes
Josephine B. Lowman
McCain McMurray
Frederick F. Moon III
Michael S. Spensley
Samuel S. Thorpe III

Helen Andrus Benedict Foundation

Colby Andrus
Carol Cardon
Kathryn Downes
Josephine B. Lowman
McCain McMurray
Frederick F. Moon III
Michael S. Spensley
Samuel S. Thorpe III

Julia Dyckman Andrus Memorial, Inc.

Elizabeth H. Andrus
John E. Andrus III
Phillip Andrus, MD
David G. Earley
Lawrence S.C. Griffith, MD
Hamlin Pakradooni
Richard S. Thorpe

Surdna Foundation, Inc.

Elizabeth H. Andrus
John E. Andrus III
David Grant
Lawrence S.C. Griffith, MD
John F. Hawkins
Josephine B. Lowman
John J. Lynagh
Fredrick F. Moon III
Nadya K. Shmavonian
Michael S. Spensley
Edith D. Thorpe
Samuel S. Thorpe III