



CONCINNITY

Surdna's New President Interview with Phil Henderson.

*What drew you to Surdna?
I sort of stumbled onto Surdna,
and the more I learned about it,
the more interested I became.*

Continues on page 3

*Concinnity VI, will be held **July 17-20, 2008**
at Grandview Lodge in Nisswa, Minnesota.*

We have had an overwhelmingly positive response from family members expecting to attend Concinnity VI.

A large block of rooms has already been reserved. Each family is responsible for making their own call-in reservations. The reservations telephone number is 866-867-8939. Rooms will be filled on a first-come, first-served basis, so we encourage you to call early. The deadline for call-in reservations is April 17, 2008. After this time, reservations that are received will be honored on a space

availability basis. Grandview Lodge requires a deposit in the amount equal to one night's lodging at the time your reservation is made.

This will be refundable, less a \$100 handling fee, up to 90 days prior to arrival if you need to cancel.

In March, a packet of information was sent to everyone outlining accommodations, amenities, and cost. If you did not receive this or simply would like additional information, please visit Grandview's website at www.grandviewlodge.com or contact one

of the three cousins listed below. Activity planning is currently underway. If you have any ideas or suggestions, we would love to hear from you.

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FROM THE CHAIRS

By John Hawkins and Edith Thorpe



A few decades ago, Paul Simon wrote....

“Someone told me
it’s all happenin’ at the zoo,
I do believe it,
I do believe it’s true...”

From “At the Zoo”

While it’s not a zoo on the 30th floor of 330 Madison Avenue (some might dispute that...), it IS all happening there! The Surdna Foundation has a new President! As many of you know, Phil Henderson replaced Ed Skloot in May. After 18 years of inspired service to the foundation, Ed decided it was time for a change. When he joined Surdna as its first full-time Executive Director, Ed was the sole employee, the endowment was less than a third of what it is today, and none of our program areas had been defined. When he left this May, Surdna has 19 professional staff, five well-defined program areas, and an endowment that had tripled despite 18 years of generous grantmaking. Without in any way taking away from Ed’s accomplishments, we should also note and remember that none of this would have been possible without a committed and involved family board working with Ed over the years.

Another big transition at Surdna is the loss of our revered and long-time Program Director for the Environment, Hooper Brooks, to the British royal family! Hooper was recruited by Prince Charles, in person, to head up the new international program of the Prince’s Foundation for the Built Environment. We will miss him personally and professionally, but his new position is a well-deserved capstone to a stellar career.

To put it in the terminology of the Andrus Family Fund, we are going through transitions at Surdna, at the Andrus Family Fund, and in the Andrus Family Philanthropy Program itself.

The Andrus Family Philanthropy Program has grown, changed, and evolved in its seven-plus years of existence. We have identified and engaged more Andrus cousins than ever before in the work of our

various philanthropies. Three new members have joined the AFF board, and two have been elected to the Surdna board. All of these individuals are members of the fifth generation of our family. And what a talented, bright group of young people they are! This is of particular significance to Surdna, for it demonstrates that a generational shift has begun and will continue in the future. Surdna has its first fifth-generation officer with Josie Lowman serving as Vice-Chair. We’ve also recently added two more fifth-generation family members, Bruce Abernethy and Jocelyn Downie, to the board. We are very intentionally thinking about how we need to change in order for board service to be manageable for qualified fifth-generation family members. We are confident that this transition, along with new, strong staff leadership from Phil Henderson, will serve the Foundation well going forward.

The BETs (Board Exploration Triads) and AYSP (Andrus Youth Service Program) programs have been strengthened and are in full swing. An exciting commitment has emerged in this year’s participants, too—their desire to not only research non-profits in their communities, but also to actually volunteer in these organizations. This public service angle of their work was one of the original thoughts behind AYSP. It is truly exciting to see our younger cousins fulfill this goal.

All of our family outreach efforts serve as models for other families, too. ‘Generational transition’ is a hot topic in the family foundation arena, and a number of presentations have been made by our board and staff members to some of our colleagues in the Twin Cities, New York, and may possibly be made at the national Family Foundations conference early next year.

We are all very proud of our model of family outreach. It serves the field, yes; but it also enriches our own philanthropic institutions and our family—by linking cousins together in such substantive, meaningful ways. We’re on a good path, one that will grow and change and evolve further for many generations to come.

From the Executive Director of AFPP & AFF

By Steve Kelban



We put the annual Concinnity newsletter together each summer with an eye toward its arrival in your homes before the winter holidays. This issue is full of news of change - and of course of transition. Changes with people, with place and with program.

PEOPLE

I am sure you know that Ed Skloot moved on from Surdna last May. As I said in this column last year, Ed generously welcomed me as a colleague when I arrived seven years ago and I am glad to again salute his leadership of Surdna and the extraordinary talent he has shown the field of philanthropy.

We welcome Phillip Henderson, the new President of the Surdna Foundation. He brings new energy and perspective and I look forward to working with him and exploring ways to connect and strengthen the family philanthropies. You can read about Phil’s background and his plans in this issue’s cover story.

We also said good-bye this year to the venerable Hooper Brooks, the first program officer at the Surdna Foundation, who led both the environmental program and the environmental field for over 16 years. He leaves Surdna at the bequest of Prince Charles to lead the Prince’s Foundation for the Built Environment. We know his expertise will continue to shape the field. (stories on pages 6 - 7)

At the end of September, 2007, Sabena Leake will also be leaving the Andrus Family Fund. For the last six years, as Program Officer, Sabena has been my colleague, my sounding board and my friend. She has truly helped create all that AFF has become and we and all our grantees will miss her. She is moving on to work more directly with community-based nonprofit organizations.

I am happy to report that we found AFF’s next Associate Program Officer from within our family of grantees. Jill Williams is joining us from having served as the Executive Director of the Greensboro Truth and Reconcili-

ation Commission (TRC). She was brilliant in that role as she helped set up the structure for what is the first TRC to be convened in the United States. She managed the entire process, including overseeing the writing of the final report (which can be read on line at www.gtcprp.org). I am thrilled we persuaded her to move to New York and look forward to her contributions.

Finally, this year marked the full changeover of the founding AFF board. While I miss my earliest board colleagues, I am delighted by the enthusiasm, passion, and wisdom of each new group of board members. As of now, we have had 21 family members who have served or are serving on the AFF board.

PLACE

After seven years on the 30th floor at 330 Madison Avenue, in order to make room for everything that is going on, the Surdna Board has decided to acquire additional space on the 29th floor. We will let you know when it is completed, and will invite you to come visit when you’re in New York.

PROGRAM

After years of planning, we have finally launched a program for college- and graduate school-aged family members. We call it BETS II (Board Experiential Training). You can read more about this effort in this issue, but let me say how pleased I am that we have been able to get this off the ground.

Wishing you a peaceful and productive year,

Surdna's New President

Interview with Phil Henderson.

Continued from cover



By Jennifer Kasoff

I was looking for a new opportunity after working internationally for the last 15 years. One of the people I had worked with was Nadya Shmavonian, a Surdna board member. She and I talked, and she suggested it might be a good fit. The Foundation's agenda includes many issues that I have worked on over the years from an international perspective, and Surdna tackles these issues on the domestic front. It's an appealing thing to come back to my roots from a domestic perspective. Beyond that, temperamentally and otherwise, working in a family foundation environment is something that fits my style. Both the Foundation's issues and nature of this being a family foundation were appealing.

Working with a family is different than working with a typical corporate board. Family members engage in the philanthropy because they're part of the Andrus family, not primarily because they're experts

in a given field. As president, I help them learn about issues they may not be expert in, and to respond and cultivate their passion for Surdna and philanthropy in general. Often, with professional boards, you have trouble keeping their attention. Working with a family is much less about getting their attention, and much more about helping them see where best to focus their energies. The family and the president really work as a team to develop strategy for the institution, which suits me temperamentally.

What have you found since starting? Is it different than you expected?

I started in mid-May, and what I've been doing since then is spending a lot of time talking to staff, board members, and external philanthropic folks who are part of the Surdna universe. Many things have been confirmed for me since starting. We have a strong and talented staff here and a strong, engaged and talented

board. I expected these things. I've been hearing about Surdna's excellent reputation in the community, and the sort of things Surdna is respected for—like having an eye and ear for new ideas but also a focus on steady, consistent funding over long periods of time. We're not a fickle funder, and this is part of why Surdna is respected. I've had these things reconfirmed for me.

What I didn't really understand is the scope of Andrus-related philanthropy. For instance, that Surdna had endowed a bunch of university fellowships decades ago which have grown and continue today—that's wonderful. And visiting the children's home and the old folks' home—Julia Dyckman Andrus Memorial and Andrus-on-Hudson—really gave me a sense of the incredible Andrus family legacy, as well as its funding and stewardship, from its earliest days. This is much deeper than I'd imagined.

How do you find working with a Board full of so many family members?

In the last 20 years, this institution has gone through a very dramatic change from being a closely held, private, fairly anonymous philanthropy into being a public transparent, well-known institution. There's been a lot of work, some of it conflict-filled, but it has changed the customs of the organization over the years. The board has imposed term limits on its members, which is one important reflection of the development of the Foundation's operations. It's almost like turning the page. All of that hard work is behind us. With the arrival of new board members and a new president, it's like the completion of a very important process started by Ed Skloot and the board. All of that groundwork adds up to a feeling of optimism in the Foundation. I'm the beneficiary of that. The board is very excited, and they feel good about where

the Foundation is today, having gotten through very important decision making over the last 20 years. We're at an important inflection point and readying ourselves for a really important growth period in the Foundation's work.

What type of changes would you like to consider?

I want to spend the first six months just listening and learning. In the fall, there is an annual board meeting of Surdna. We'll use that time to review where I think the Foundation stands and to look at opportunities going forward.

Any parting thoughts?

First, I need to sit and listen and go deeper and understand what we're working on, community by community. That's both about hearing things and doing site visits. A lot of our partner institutions are ones I worked with at the German Marshall Fund, so the people Surdna works with are somewhat familiar to me. Second, I'm not

here to internationalize the Foundation. But many of the issues Surdna works on can be informed by what's happening in the world—climate change, transit in urban areas. There are demonstrable ways that domestic policy and practice are impacted by international policy and practice. It doesn't feel foreign to me to think that way. The key for Surdna is to be mindful of the global context of many of our issues, even though our funding remains focused on the domestic front.

I think the family should be extremely proud of the things with which it is associated. Many family members may not be fully aware of the depth of breadth of the philanthropy being done in their name. If there are ways I can help them to learn that, I'm more than happy to help.

DR. JOHN G. GRIFFITH (1963 - 2007)



We are profoundly sad to inform you that Dr. John G. Griffith, an obstetrician-gynecologist who was an assistant professor at the Johns Hopkins University School of Medicine and director of the hospital's Fibroid Center, died suddenly on Saturday, July 28, 2007.

John was the son of Dr. Lawrence S.C. Griffith (Surdna and Julia Dyckman Memorial Boards member) and Anne Griffith. He is also survived by his wife of 20 years, Elizabeth Wilson (Andrus Family Fund Board member); a son, Henry Lawrence Griffith; two daughters, Anna Gwendolyn Griffith and Isabel Wilson-Griffith; two brothers, Cameron Griffith (former Andrus Family Fund Board member) and Gordon Griffith, and a sister Melinda George (former Julia Dyckman Board member).

Born in Rochester, N.Y., John grew up in Mary-

land. He earned his bachelor's degree in 1985 from Haverford College and his master's in public health from the University of California at Los Angeles School of Public Health in 1987.

After graduating from Case Western University School of Medicine in 1994, he completed his internship and residency in obstetrics and gynecology at University Hospitals of Cleveland.

He was chairman of obstetrics and gynecology at Geauga Regional Hospital in Chardon, Ohio, and then was a member of a group practice at University Primary Care Physicians in Chagrin Falls, Ohio, before coming to Hopkins.

In 2005, he was named director of the Fibroid Center, a new clinical and research center at Hopkins. He led a team of a dozen faculty members and 40 staff members that included interventional radiologists, reproductive endocrinologists, geneticists, nurses and public health experts.

The Baltimore Sun reported that Dr. Harold Fox, director of gynecology and obstetrics at Johns Hopkins said, "John was destined to become a major leader in his field. He was a shooting star

on a great trajectory"

In 2005 and again this year, residents nominated Dr. Griffith for the Award for Excellence in Teaching and Mentorship. The awards were presented by the American College of Obstetrics and Gynecology.

A memorial service was held on Saturday morning August 4, 2007 at Grace United Methodist Church in Baltimore. It was a powerful, sad, personal and loving tribute to John. The Church, which could seat approximately 700, was standing room only.

Ken Downes was one of the two Ministers who officiated. His words and presence were powerful and calming. He was one of the people who helped Liz create this magnificent tribute. It became so clear through the stories related that John gave so much too so many, both within the medical profession and with his love and commitment to his family. He was dedicated to his work yet never let work take away from his family. It was clear that he was a very special man. Our thoughts and prayers are with his family.

IN THE NEWS

New Surdna Board Members:

BRUCE ABERNETHY



By Jennifer Kasoff

Bruce Abernethy added another hat to his collection of professional and civic pursuits when he was appointed to the board of the Surdna Foundation this year. Already busy as the grant writer for the Bend-La Pine School District, he also makes time for a wide range of civic duties, including serving as Mayor of Bend, Oregon, founder of the Meth Action Coalition, president of Bend's Community Center, and appointed member of the Oregon Health Services Commission. He's served as a board member on issues such as schools, parks and recreation, and mental health, in addition to organizing community forums on a variety of social issues.

He's excited to bring his philanthropic passion to a family pursuit as a Board member of the Surdna Foundation. "This is something my uncle, Larry Griffith, planted the seed for many years ago, formally and informally keeping me apprised of the

activities of the Foundation and the caliber of the staff. That's where it all started. From my current occupation as a grant writer for the past three years, it was not difficult to envision what it would be like from the other side." He's especially interested in bringing his professional experience in community revitalization and the environment to the board.

Despite the travel from Oregon to come to New York City for meetings, Bruce is very much looking forward to the hard work of being a board member. "I like being involved in activities with very smart people who are working on meaningful causes. I'm a self-described policy wonk and I think it's neat to look at the cutting-edge stuff that Surdna has done; creating a niche and actually being a player at the table with other foundations, some of whom are substantially larger in size. But, because of the quality of Surdna's work, we're part of the discussion."

JOCELYN DOWNIE



By Jennifer Kasoff

The Surdna Foundation appointed Jocelyn Downie to the Board this year. Her professional life places her work at "the intersection of health care, ethics, and law," she explains. She holds a Canada Research Chair and is a Professor in the Faculties of Law and Medicine and a Faculty Associate in the Health Law Institute at Dalhousie University.

Like Bruce Abernethy, her fellow new board member, Jocelyn credits Larry Griffith with her interest in board service. "Larry is a great ambassador and I was ending a phase of my professional life, coming off ten years as director of an institute, so it was a good time. I got really excited about what the Foundation was doing and its philosophical orientation."

What interests her most about joining the board is learning about new topic areas and the nature of engagement in the issues. Working outside of the health field and awarding instead

of seeking funding support is new for Jocelyn. "I'm predominantly a researcher in a university setting, so I've spent years writing grant applications. I thought it could be useful to bring that perspective to the Foundation (and fun to be on the other side of 'the ask')."

Since joining earlier this year, Jocelyn says it has been a fantastic experience. "It's an incredibly engaged, dynamic, committed board. This was apparent right from the beginning. It's very exciting to be around people who are so passionate and where what they're doing is so useful socially. I was fascinated at the first board meeting to see how engaged the board is with the work (bringing in researchers to discuss it), yet still seeming very respectful of the program officer's roles and expertise. There is obviously lots to learn, but I'm really looking forward to it."

YOUTH

BETs II: A New Generation Transitions



By Kimberly Kaupe

This year, January not only brought a new year, but a new program for the Surdna Foundation. The third weekend of January was the first meeting of BETs II, the Board Experiential Training program created by the Andrus Family Fund (AFF) for Andrus family young adults looking to get involved. This new miniature board was set in place for 18 to 25 year olds who were eager to get involved and learn about grant making. The BETs II team joined AFF for their January meeting at the Surdna offices in New York City.

As the transitions training started, I glanced around to a family tree brought to life. Upon entering Surdna's New York office, we had been greeted with the family tree with a few cleverly placed sticky notes. These notes represented the individuals making up the BETs II team. It was here that I, Katrina Voorhees, Dan Thorpe, Tyler Pakradooni, and our impeccable leader, Prof. Frank Hartmann of the Kennedy School at Harvard University, began our whirlwind weekend. Our first afternoon was a brush up on everything we would be talking about over the weekend. Ken Downes taught us not only about transitions in others' lives but in our own. We realized this was a great learning tool to handle daily situations in a positive light. This was the base of what we wanted to develop for other young adults through our grant making, without necessarily implementing the Transitions Framework in its entirety.

Weekend brainstorming sessions were energetic, to say the least. After our transitions training, we

were eager to come up with ideas about how to share this new knowledge with others. The discussions all came to one solid conclusion. We wanted this transitions knowledge to reach as many foster children as we could manage. We mulled over ideas about how to do this at the next day's meeting. Would we pick out programs that were small or larger ones that could reach more children? Did we want to reach them through mentoring or through transitions workshops? We didn't come to any concrete conclusions, but brainstorming with AFF Executive Director Steve Kelban (Kelly) and Prof. Hartmann had us eager to see what kind of programs were out there.

Upon returning home, each of us set out in search of programs in our area. We immersed ourselves into the world of foster care and transitioning in our own towns. We quickly realized that, unfortunately for us, these programs were hard to find, and we were surprised. We were certain these programs would be everywhere. They were too great not to be! We decided that these programs would have to begin with us or we would have to find some slightly altered programs that still hit our target. We spent the next few months delving into different programs and projects to see what worked, what didn't, and what we wanted to strive toward. We also learned the valuable lesson of when to let go. I, for example, had been working with a program for weeks, volunteering and going over projections and ideas. The further I got in, the more I realized that this program wasn't exactly where I needed it to be if I wanted funding to be used in the best way

possible. After talking with Frank and Kelly, I decided to let it go and essentially start from scratch with my search. It was hard, especially after all my time put into researching, volunteering, and various meetings. But I knew if I didn't have a good feeling about it from the start, I should probably cut my losses and find a new program that excited me.

We hit another road block when we learned that one of our members, Tyler, was leaving on an exciting journey overseas. While we were thrilled for him, we realized that would be one less person who was able to search out programs. We decided that Tyler would jump on board with me to help find programs in the New York area as Katrina and Dan continued their leads in Massachusetts. Katrina's and Dan's solid leads have made our BETs team very excited to see how we could help such amazing programs for foster children.

This entire experience from the start to our current standing (we're currently gathering the last slivers of information for paperwork) has taught us a lot, not only about foster care but how we can help better our lives and those of the people around us. We have all benefited greatly from learning about transitions. Working as a team while learning about grant making has been key to our understanding of how we can help others in the most effective way possible. Our team is very proud and excited for everyone to see the work and focus we have put into our cohesive learning and the results of our hunt for terrific programs to benefit foster children.

AYSP Class of 2007 Takes Action

The Andrus Youth Service Program (AYSP) has always offered participants the opportunity to increase the grant amounts they award by volunteering, but few have taken advantage of that incentive—until now. This year, two participants volunteered with the organizations to which they awarded grants and two others used their community service experiences to focus their grant-making decisions. One AYSPer even worked with an organization to develop and execute his own project.

Fourteen-year-old Wadsworth Williams knew from the outset that he wanted to use his grant to help young people. As a talented baritone player, he was also interested in researching non-profit music organizations. "Why not combine the two interests?" he thought. That's exactly what he did.

While researching organizations, he learned that the neighborhood center where his family volunteers, Toberman Settlement House, had recently expanded and opened a music room.

Toberman is a full-service center for low-income families in San Pedro, California, providing everything from tutoring for children to financial literacy programs for adults.

Wadsworth approached the director to ask about their music needs, and found that the center had no instruments! While the director appreciated Wadsworth's interest in purchasing instruments for the center, she noted that the grant might have a limited impact since she did not have the staff to teach the children.

Eager to share his love of music with the youth—most of whom had never owned an instrument nor had formal music lessons before—Wadsworth volunteered to teach the class. Indeed, he went beyond just teaching the class. He researched the best instrument to start out with, developed an appropriate curriculum for the age group he would be teaching, shopped for the instruments and books himself, and even negotiated a discount for the equipment! "I went

back to the music teacher I had had in third grade and interviewed her to get some ideas about where to start. I remembered that I had started on the recorder, and thought that would be a perfect first instrument for these kids, too."

Maddie Clem, another first-year AYSPer, made it clear that she "didn't want to just cut a check to some organization." Maddie had a wide range of passions to explore, including helping premature infants, adults with autism, and injured veterans. While her philanthropic interests were varied, her decision to volunteer was firm.

Maddie identified a few community service options, but eventually settled on Home of the Innocents, an organization serving vulnerable children in her hometown of Louisville, Kentucky. She contacted the director, submitted her volunteer application, and is in the process of completing the volunteer training. As a volunteer, Maddie will work in the pediatric convalescent



By Masiel Rodriguez-Vars
Andrus Youth Service
Program Coordinator

Continues on page 11

Staff Profile: Hooper Brooks

Republished from *Concinnity*, Volume 4.

Hooper Brooks, Program Director for the Environment at the Surdna Foundation, is a man of passion. His lifelong commitment to environmental sustainability was evident every day during his sixteen-year tenure at Surdna, where he directed about \$8 million in grant making each year to organizations working on transportation, energy, biological diversity, and urban/suburban land use issues throughout the United States.

His entire professional career has been spent in the environmental field, beginning with a degree in Landscape Architecture from the Harvard Graduate School of Design. He describes his graduate studies as "a regional planning degree, with a focus on the ecological base of large-scale planning and environmental sensitivity for planning." His interest in large-scale landscape architecture could have led him toward designing golf courses. But Hooper wanted something different, something that reflected the inter-connectedness of design and planning. Given the time and money, he says he would have continued on to law school because lawyers end up doing a lot of design through zoning laws. (And he'll happily explain why this translates into a lot of poor zoning, if you ask.)

Instead of designing golf courses or going to law school, Hooper became the Executive Director of the Brookline Conservation Commission, the town official responsible for environmental and open space protection in a suburb of Boston with more than 56,000 residents. The agency was started in the 1960s, but staff members, including Hooper, were not hired until the 1970s. In this role, Hooper did everything from urban land acquisitions (proving you could still protect the environment in urban areas) to running Earth Day to land conservation and land trusts to educational programs for schools.

After serving the town of Brookline well, Hooper decided to seize the time that so many of his peers had done earlier in their lives to travel the world. He took one and a half years off to travel in Asia. He describes this travel time as a "moment in history to see places that wouldn't be open in the future." Talking about his travels now, with decades of distance, Hooper says that traveling in Afghanistan, Russia, and other countries was as important for him personally and educationally as a life motivator as anything else he's done. The sense of purpose

Hooper discovered on the road still drives him today. Seeing extreme poverty, crowded living conditions, and a strong military presence in various countries helped shape his professional and personal outlook. He says he still uses his travel experience as a sounding board for his work now.

In his own words: "Travel gave me a sense of world. I couldn't be a passive observer. It made me certain I wanted to come back and get to work. It was the right moment for me to leave. I started a journey, and I felt that everything that has happened to me since then has been about taking the journey and seeing where it leads you, not just taking the steps to get where you want to be. It was the beginning of taking risks for me. It opened me up to a set of values that were in my mind and head and made me realize what I wanted to do. I didn't really want to do traditional business or law because I felt these fields didn't touch the world or help the larger issues, only the people you worked for."

When Hooper returned home, he became the Development Director for the Boston Natural Areas Fund, an open space preservation and management assistance organization. In 1981, he moved to New York City (leaving his New England home) to join the Regional Plan Association, serving as Vice President from 1989 to 1991. There, among other things, he conceived and directed a multi-year regional open space program. He also directed the Gateway Citizens Committee and helped to establish the Friends of Gateway to advocate for adequate funding and planning of the Gateway National Recreation Area.

In 1991, Surdna was lucky enough to hire Hooper to run its new environmental program. The Board of the Surdna Foundation had created the program two years earlier, but hired Hooper in 1991 to run it and put the pieces together into a strategic, coherent whole that merged the Board's interests with Hooper's professional background. Hooper sees the progression to his role at Surdna as a natural one. From land conservation to natural resource protection to regional plan work, his professional life has always been about thinking about the world in a systemic way--how land, buildings, and the environment we live in are inter-connected. His work at Surdna reflects this systemic approach.

By Jennifer Kasoff

The overall goal of Surdna's environmental program is to work on long-term issues with deep involvement, ensuring that there are other funders in the areas the program funds to create collaboration. To get to know grantees well, Hooper spends time on the road getting to know people where they are, to understand the specific political and geographic contexts of specific projects.

When asked to highlight a few current areas of focus, Hooper spoke passionately about fisheries management in the U.S., pointing out that despite the work of dedicated organizations, "we're still not getting ahead of the over-fishing that's going on, but we have held the line in some places." New federal recommendations need to be met with bold actions, "getting beyond business as usual." Hooper sees the current atmosphere as a "moment to begin the process to break into a new paradigm" that would allow very different ways of approaching this pressing environmental concern.

Transportation reform is an area where Hooper sees that Surdna's work helped make great progress in the 1990s. Federal legislation has moved toward a focus on different ways to improve mobility, beyond the use of cars. It's a long, slow process, he says, but federal changes since 1991 demonstrate that progress has been made. These are but two of the areas in which Surdna invests under Hooper's intelligent direction.

In addition to his professional responsibilities, Hooper is a co-founder and former Chairman of the Management Board of the Funders' Network for Smart Growth and Livable Communities. Surdna was one of five funders who decided that the funding community needed to come together to create a learning group on this issue. More than 100 foundations--not just environmental funders--participate.

Surdna was indeed lucky to have a man as passionate about his work as Hooper as Program Director for the Environment.

As Hooper makes his mark in the UK and across the globe, it seems quite appropriate to end by quoting Winston Churchill. "We make a living by what we get, but we make a life by what we give." Hooper gave much to us all.

Family Involvement Committee Update

By Edie Thorpe

The Family Involvement Committee (FIC) was established at a Surdna board retreat in March 1998. Over the next eighteen months, this four-person group of Surdna directors (Edie Thorpe, Peter Benedict, Larry Griffith, and Sam Thorpe) worked to develop the Andrus Family Philanthropy Program. In ensuing years, other directors have become active members of the committee, including Libby Andrus, John Hawkins, Mike Spensley (now retired), and Josie Lowman.

Since the launch of AFPP/AFF in January 2000, the committee has overseen the expansion and management of the Program. Much of that oversight has focused on the Andrus Family Fund, and it became clear that a representative voice from AFF would bring a new and important perspective to our work. Since the fall of 2006, Kelly Nowlin, a former co-chair of AFF, served in this capacity. She's enriched both our understanding of and appreciation for the work of AFF, as well

as bringing a new, youthful energy to our committee!

We on the FIC love what we do, and are proud of our accomplishments over the past nine years. With this new (and continuing) AFF presence on the committee, we're bound continue to find creative new ways to engage our Andrus family in the public service arena.

Hooper Brooks, Program Director for the Environment, left Surdna in July 2007. Three colleagues of his share a few words about him below, and we re-print (with a few minor changes) a profile of Hooper that ran in Concinnity in 2004, in tribute to his work at Surdna.

Though Hooper and I left Surdna at almost the same time, each to seek our new fortunes, Hooper's reputation and commitment—now international—should never be forgotten. He created and lifted up our Environment Program and made it the standard by which others were judged.

Ed Skloot

Former Executive Director, Surdna Foundation



You can't help but read this staff profile of Hooper that appeared in the Fall 2004 issue and smile about how fitting it is that he is now the Director of International Programmes for the Prince's Foundation for the Built Environment—an educational charity which exists to improve the quality of people's lives by teaching and practicing timeless and ecological ways of planning, designing, and building. Hooper has long been committed to seeing the world in this interconnected way, and it was traveling the world so many years ago that reinvigorated his sense of purpose for his work.

Sharon Alpert

*Program Officer for the Environment
Surdna Foundation*



Hooper and the program that he had created was the reason I came to the Surdna Foundation. His ability to see environmental and social problems through the same lens, build bridges across issues and between people, and, at all times, remain deeply compassionate to both grantees and colleagues, set Surdna's environment program apart. While we're all still deeply missing his presence, this article helps to remind us that Hooper is not one to rest on his laurels and that he is driven by a desire to tackle great challenges. We will be watching closely to see where this journey leads him!

Nadya K. Shmavonian

Board Member, Surdna Foundation



ANDRUS ON HUDSON

AOH Update



By Josie Lowman

Greetings from Andrus on Hudson. Betsy Biddle and Lauren Reinertsen have been very busy dealing with the New York Department of Health. For those of you that do not know, Andrus on Hudson (AOH) has been affected by the New York State Commission on Health Care Facilities in the 21st Century's recommendations. Those recommendations passed into law and have mandated removal of all skilled nursing facility beds from AOH's operating certificate and created an opportunity to develop up to 140 assisted living program (ALP) beds, assisted living, and community programs. Under the Commission's current recommendations, AOH cannot stay viable and likely will be forced to close.

AOH is attempting to work with the Department to come up with different plans that would allow AOH to continue to operate. One plan is to submit an Application for Financial Assistance to fund a "Combined Model" that will allow AOH to expand into ALP, assisted living, and community-based, long-term care, fully consistent with the Commission's recommendations, while retaining a small complement of 120 nursing facility beds to ensure the efficient operation and best use of the resources of AOH, as well as the financial viability of the Commission's recommendations.

AOH believes this model—envisioning a continuum of care beyond nursing home services to meet the future long-term care needs of the elderly—complies with the intent of the Enabling Legislation and the goals of the Commission. These goals are to reduce skilled nursing facility (SNF) beds in the Hudson Valley region, establish more assisted living beds in the region, and expand community-based, long-term care services. We believe we can comply with these goals while also making efficient use of existing health care resources and maintaining quality patient care.

In addition, AOH has had several conversations with top personnel about whether there is a way to maintain our current status quo. As this does not seem likely, AOH has also filed a lawsuit in Federal Court claiming that the State's action with regards to the Commission and specifically to AOH was legally wrong.

Now on to more positive discussions. In September of 2004, as many of you know, AOH elected four non-family board members: Irene Gutheil, Bruce Jennings, Rachel Grob, and Bob Cadoux. They have been a tremendous addition to our board. Each has brought a wealth of experience that the board has been able to draw on. We owe a quick note of thanks to Fred Moon who did a great job as the chair of the AOH nominating committee in selecting the outside board members.

Irene Gutheil is a senior academic in the field of gerontology at Fordham University. Irene holds a DSW from Columbia. Prior to joining the board, she had already participated in a number of events at AOH. She also currently runs the Andrus

Continues on page 16

HELEN ANDRUS BENEDICT FOUNDATION

Overview and the Stories of Two Grantees



By Kate Downes



Site visit at Groundwork Yonkers. From left: Barbara Greenberg; HABF directors McCain McMurray, Carol Cardon, and Kate Downes; and Groundwork representatives Vernon Brinkley, Rick Magder, and Michael Bradley.

One of the joys of being president and a board member of Helen Andrus Benedict Foundation (HABF) is meeting our grantees, and seeing first-hand the results of our grant making in Yonkers and Westchester County where we are creating an elder-friendly community. On behalf of all of us on the HABF board (Colby Andrus, Carol Cardon, Kate Downes, Josie Lowman, McCain McMurray, Fred Moon, Michael Spensley, Sam Thorpe), I am delighted to have this opportunity to introduce you to two of our grantees. In another section of Concinnity, you'll also have the chance to meet our foundation manager, Barbara Greenberg.

Last year, three of our board members toured Groundwork Yonkers' office, met with some of the staff, and visited a derelict public walkway that Groundwork's Intergenerational Green Team uncovered and rehabilitated with help from the City's department of public works. We also joined the GrandPower Advocates for lunch, and we learned about their phenomenal success in making Yonkers a better place for grandparents and the children they are raising. Board members have attended many grantee events, including seminars and art exhibitions (at Andrus on Hudson) sponsored by the Westchester Center on Creative Aging. In addition, twice a year, HABF hosts meetings for all of its grantees and other community partners. Most of us have participated in at least one of these informative get-togethers where we have learned from the presenters and gotten to know our grant recipients.

HABF is a locally focused funder, and, as such, we have made a long-term commitment to supporting and encouraging Westchester residents and existing nonprofits working there. We did establish one new organization called "55 Plus Yonkers Connec-

tions." Directed by a task force including Yonkers older residents, businesses, nonprofits, and educational institutions, this new group acts as catalyst, convener, and collaborator. Programming includes a wide array of options for an "engaged retirement," from leadership training, access to employment and volunteer opportunities for older adults, to social connections with peers.

We are especially pleased that HABF has been able to make grants to six national organizations (we call them "field-builders") whose staff are infusing their knowledge and expertise into Yonkers and Westchester. Two great examples are: Temple University's Center for Intergenerational Learning (Philadelphia) which is partnering with our grantee, United Way of Westchester County, in funding intergenerational approaches to community building in four Westchester neighborhoods; and the nationally-known Medicare Rights Center, which trained a new cadre of 50 older volunteer speakers. Last year, volunteers reached more than 10,000 Westchester older adults on topics such as Medicare rights and entitlements, and how to successfully negotiate a hospital stay.

What an exciting experience it is to be part of HABF! The Foundation is making a huge difference in the lives of thousands of older people in Westchester, and together we are making their communities better places for people of all ages. I'm pleased to have this chance to tell you a little bit about our important work.

HELEN ANDRUS BENEDICT FOUNDATION

Intergenerational Green Team HABF Funds Neighborhood-Building in Yonkers

By Jennifer Kasoff



Green Team kids and older adults planting in their neighborhood.

"You guys are the best thing that's happened to Cottage in a long time," said a mom coming home from work, lugging groceries up a steep incline in Cottage Gardens public housing development in Yonkers, New York. A row of 25 flowering cherry trees, bright pink every spring, had recently been planted. Anne Megaro, a 60-year-old urban gardener with Groundwork Yonkers, was showing young and old volunteers how to keep the trees refreshed in the summer heat. The trees were a turning point. Over the years, the entire landscape of Cottage had eroded away toward the Hudson River, two blocks to the west. Every time it rained, long rivers jumped the curbs and sidewalks, and created puddles in front of apartments, making it slippery and dangerous for many of the older residents who lived among the families at Cottage. Thanks to Yonkers' Intergenerational Green Team, new trees, perennial gardens, and rain gardens now absorb much of the rainwater that made carrying groceries to the top of Cottage a challenge.

The problems at Cottage are not unusual in Yonkers, the State's fourth largest city, located just north of The Bronx, along the Hudson River. Yonkers has some of the most economically distressed areas in Westchester County. Hundreds of vacant lots dot

the landscape, and bitter feelings remain across ethnic lines, as the once-prosperous community declined and crime grew. Many of these differences have an age component, with older homeowners (many in the community for 70+ years) fearful and suspicious of newer-arriving young families.

"The intergenerational Green Team brings together older adults and the neighborhood kids to work on projects that restore neighborhood pride and build interpersonal trust across age and ethnic lines," explains Rick Magder, Executive Director of Groundwork Yonkers. More than 250 Yonkers residents are members of the Green Team, including 75 older adults, 150 youth, and many parents and friends. Over the years, the Green Team has turned two trashed lots into "Unity Gardens," completed the "Everybody Tree Garden and Mural," built an outdoor classroom or teaching garden at a school, and is restoring Cottage Gardens with trees, gardens, and murals.

GrandPower HABF Supports Grandparents in Action

By Jennifer Kasoff



Frank Mezzone and his granddaughters, Amber and Brianna, enjoyed a GrandPower summer event including games, arts and crafts, prizes, refreshments, and fun and laughter together.

Eighteen years ago, Margaret Jessup, now in her sixties, became the sole caregiver of her grandchildren—a newborn, a two-, an eight-, and a nine-year-old. Since retiring from her paid job three years ago, Mrs. Jessup signed-up for grandparent leadership training and became a GrandPower Advocate at the Family Service Society of Yonkers. Along with the 17 other GrandPower Advocates, Mrs. Jessup offers support and information to the more than 4,000 Yonkers older caregivers raising their relative's children. She helps organize neighborhood networking groups for grandparents, and she advocates for changes in public policies and practices affecting grandparents and the children they are raising.

GrandPower Project Director Carolyn Fluckinger explains, "Many of these caregivers are retired or disabled, living on fixed incomes. Most do not receive the financial benefits and services of foster parents, yet they raise children with behavioral, physical, and educational needs related to the absence of their parents."

Over many months, Mrs. Jessup and other GrandPower Advocates met with numerous government officials. As a direct result, Westchester County's Department of Social Service (DSS) made major changes in the way it serves low-income older

relatives caring for children. These include establishing caregiver liaisons in each DSS field office and requiring DSS workers to explain legal options to new caregivers of a relative's child.

GrandPower Advocates were eager to create appealing summer activities for children being raised by relatives. Mrs. Jessup said, "I was concerned the children would be idle for the summer and wanted to keep them off the streets. These children wouldn't be able to go to camp otherwise, because their caregivers couldn't afford to send them." In response to GrandPower Advocates' persistent lobbying, DSS began offering summer camp scholarships to children being raised by older relatives. Not only the children benefit, but their caregivers receive much needed respite. In addition, for other children not eligible for camp scholarships, GrandPower Advocates designed, planned, and secured community resources and professional volunteers for a three-day per week summer program. Activities include free lunches, field trips, and fun activities for the children.

JULIA DYCKMAN ANDRUS MEMORIAL

Helping Traumatized Children with the Sanctuary Model

By Lorelei Atalie Vargas, MA, MPP

At a strategic planning retreat in January 2004, the Julia Dyckman Andrus Memorial (JDAM) Board of Directors made a significant decision to move forward with a concept that had long been its dream – to develop a teaching and learning arm that would enable the Andrus Children's Center to share with other organizations its knowledge, experience and best practices working with vulnerable children and their families. With significant support from the Surdna Foundation, the Andrus Center for Learning and Innovation (ACLI) was officially launched in 2005. Since that time, the ACLI has helped expand the reach of the Andrus Children's Center beyond what anyone could have anticipated. Our growth in this area will likely continue for the foreseeable future.

The mission of the ACLI is to provide professional leadership on issues, practices and policy affecting emotionally traumatized and vulnerable children and their families. Since inception, the ACLI has hosted a 'Children and Trauma Conference' in the fall and a spring speaker series. In addition, the ACLI provides consultation to organizations similar to Andrus.

Andrus first learned about the Sanctuary Model to treat emotionally traumatized children in 2001. A decision was made the next year to implement Sanctuary in our two campus programs – residential care and special education. Sanctuary seeks to create a safe environment where a child can express their feelings and develop skills necessary to focus on their future and move past the trauma and loss they have experienced. An important part of Sanctuary is for the agency to change the culture of care at every level by committing to a non-violent approach, emotional intelligence, inquiry and social learning, shared governance, open communication, social responsibility and personal growth and change.

Once Sanctuary had been implemented at Andrus, we began to talk with colleagues around the country. It was clear that organizations working with traumatized children shared many of the same challenges that face Andrus. Andrus identified a need for a full-system approach to dealing with these challenges. Through a special partnership with Dr. Sandra Bloom, founder of the Sanctuary Model, a full system curriculum was developed to help institutions like Andrus learn to use the

Sanctuary Model. This work resulted in the creation of the Sanctuary Leadership Development Institute (SLDI) – ACLI's most successful venture to date. The first SLDI training session took place in September 2005. Since then, we have trained twenty agencies and provided consultation to eighteen other organizations in the Sanctuary Model. Together these agencies serve over 7000 children and families in Nebraska, Oklahoma, Pennsylvania, Connecticut and New York. We are especially proud of our initiatives with the New York State Office of Children and Family Services and Oklahoma's Department of Mental Health and Substance Abuse where we have trained a consortium of agencies in each state. In recent months, we have received requests for information about the SLDI from Australia, the Netherlands, Ireland and Israel as well as California, Florida and Texas. Requests have also come from the state governments of Pennsylvania, Connecticut and Oregon, all looking to make state level policy changes to improve how traumatized children are treated.

As interest in the Sanctuary Model continues to grow, the ACLI has embarked on an ambitious longitudinal research study with eighteen participating organizations to examine the impact of implementing the Sanctuary Model. When this study is complete, there will be substantial data to analyze the implementation of the Sanctuary Model in different settings treating children with differing problems.

The ACLI's first major publication will be *Loss, Hurt and Hope*, a collection of articles on bereavement and psychologically traumatized children. (Cambridge Scholars Press) This monograph grew out of our October 2005 conference. Our guest speaker at the October 2007 conference will be Dr. Joy Osofsky, Professor of Pediatrics, Psychiatry and Public Health at Louisiana State University. Registration for this conference will be approximately 300 professionals from around the world. Later this fall we hope to open the doors to the ACLI's beautiful state-of-the-art training center that will be housed in the former four-stall garage of Benedict Hall.

Julia Dyckman Andrus Memorial is proud to share news of its growth and accomplishments with the Andrus family. Critical support from the Surdna Foundation, guidance and encouragement from the Board of Directors and



June 28, 2007: Philip Henderson, new Surdna president, joined Edie Thorpe and Ann and Larry Griffith at the JDAM's annual GOLF FORE KIDS outing, helping to raise \$109K for the cottage renovation project.



May 9, 2007: Family members enjoyed the annual JDAM board dinner - left to right, Ham and Barbara Pakradooni, Jeff and Melinda Griffith, Phil and Alison Andrus, and David Early.

financial help from our friends have been important to the success of the ACLI. Through this avenue, we have broadened the reach of our programs that care for vulnerable children and families and helped ensure that Andrus will remain a leader in the field of hope and safety.

Lorelei Atalie Vargas,
Director of Policy,
Planning and Research at the
Julia Dyckman Andrus Memorial

JULIA DYCKMAN ANDRUS MEMORIAL

The Only Thing Constant in Life is Change: A Year of Growth and Change at the Julia Dyckman Andrus Memorial

By Kevin Cook and Larry Griffith

Each year we anticipate a quiet year of providing the finest possible service to emotionally ill children at the Julia Dyckman Andrus Memorial (JDAM). Each year brings not only that service, but growth and change in areas we might not have anticipated.

2006 into 2007 was no different. The Andrus Children's Center has witnessed wonderful growth in the number of children and families served and interesting changes in personnel and programs.

The long-awaited renovation of the four historic "cottages" on campus—Andrus, Benedict, Bourne and Foster Halls was scheduled to begin this summer. An estimated \$3 million worth of visible (furnishings, wall and ceiling surfaces, lighting) and unseen (new building code compliance, safety systems, plumbing and electrical work) changes will bring these handsome residences well into the new century. The JDAM board has taken a strong leadership role in raising the needed funds through its annual golf outing, challenge grants, and campaigns aimed at campus staff, alumni, and our community friends. More help is always needed!

Benedict Hall, the first to be renovated, will include two very special facilities. The first will be a movie theater for small groups, fully funded and constructed by the local union of carpenters which has for several years adopted Andrus as its chief philanthropy. The second new feature will be the impressive home of the Andrus Center for Learning and Innovation (ACLI), a state-of-the-art training and conference center which will be located in what was the four-bay garage on the lower level that looks out over the hills of our property. The nationally recognized Sanctuary program for the care of emotionally traumatized children will be centered in this new facility. The next time Andrus family members gather here in Yonkers, the ACLI will be where the meeting takes place!

And speaking of Sanctuary: a recent report announced that Andrus is now providing training in this exemplary method of child care to New York and Oklahoma agencies. During this year, we will train workers from 12 agencies with more than 7,000 children in their care.

The ACLI's annual conference last October welcomed more than 300 child care professionals to campus to learn from national leaders in the field of trauma therapy.

The Andrus Family Fund held its semi-annual meeting on campus on April 14th and continued its lovely tradition of adding an apple tree in honor of each new board member to the orchard between Bourne and Benedict Halls. Thanks to Liz Wilson for leading a thoughtful ceremony embracing the family's values and our future service.

New faces and some old ones in new places will lead JDAM into the future. The complexities of directing a multi-million dollar social service agency will draw on the excellent skills of Derek Kolleeny, our new Chief Financial Officer, and Brian O'Donnell as the newly created Director of Human Resources. The growing Development program is ably headed by former JDAM Board member, Kevin Cook. We're in good hands!

The extended Andrus family continues its strong involvement with this agency. Family members currently serving on the Board of Directors are Philip Andrus (NYC), David Early (Colorado), Larry Griffith (Baltimore), Ham Pakradooni (NJ) and Rich Thorpe (Minnesota). At our annual board dinner in May, the greater community took the opportunity to thank Larry for 31 years of devoted leadership as Chair of the Board as he stepped down from that post, and welcomed longtime board member Tappan Soper as the new Chair. It was a pleasure to have former Director Melinda Griffith George and her husband, Jeff, in attendance that night. Ham chairs the Building

and Grounds Committee and is a member of the Task Force on Restoring of the JDAM Board. Both David and Rich serve on the Finance and Program Committees. Phillip serves on the Program and Development Committees.

The Andrus Children's Center continues to grow. With the successful merger with the Center for Preventive Psychiatry, we now have a large outpatient mental health counseling program for troubled children and their families. Family and Community Services, Inc, based in Eastchester, with its premiere early childhood center and after-school care programs, will merge with Andrus this summer. The spectrum of child care for which Andrus is now responsible and well regarded begins with parenting classes for those with newborns and continues into high school, as children leave our care, safer and more secure in dealing with their challenges.

The only thing constant in life is change. John Andrus realized that the world would constantly change and that children needed to be cared for, valued, and raised to meet these changes.

"I want my money to help the little ones over the hard places from the cradle to the point where they are self-reliant. God knows, they'll have hard enough knocks later, but then they will be more able to meet them."

The work of the Julia Dyckman Andrus Memorial is challenging, sometimes exhausting, always expensive, but right on target! Be proud of the work of the Andrus Children's Center and support it as you can. We make a tremendous difference in the lives of children. What could be more important?

Continued from page 5

AYSP Class of 2007 Takes Action

wing of the organization, spending time with infants and children up to age 21 who have chronic illnesses and long-term disabilities. "I am excited to get a chance to help kids," says Maddie. "Plus, as a volunteer, I'll get to know the organization better and that will help me decide if I should suggest them for an AYSF grant." True to form, Maddie's one request of her AYSF experience is that she be given the opportunity to present the grant award herself.

Given Jonathan Cote's intense interest and talent in sports, I was sure that he would want to weave sports into his AYSF project. I thought I'd impress him with my ideas for grants that would incorporate hockey, his sport of choice. Instead, Jonathan impressed me. He wanted to help kids in poor schools or elderly people facing illnesses like Alzheimer's

on their own. While at first the connection between the two interests was not obvious to me, after working with Jonathan it became clear. Jonathan acknowledges some of the gifts he's received—a good education and family support—and perhaps he's looking for a way to give back.

Since there are not many poor schools in his community, Jonathan explored education grant opportunities throughout the country. Using the DonorsChoose website, a site that matches donors with individual teacher's classroom needs, Jonathan reviewed grant proposals written by teachers in struggling schools. He was most drawn to a project that would purchase audio books to help struggling readers in 3rd through 5th grades.

Jonathan also identified an organization addressing

his other grant-making interest, the elderly. His grandmother tipped him off to a local organization, the Good Samaritan Society, which provides a wide range of services to older persons. He will be conducting a site visit and then make his decision. Jonathan seems torn between the options he's identified. "I'd like to give the grant to both places, although I like the idea of making a grant to a place in my community," he explains. Jonathan's experience illustrates how AYSF presents the youngest family members with some of the same tough philanthropic challenges that Board members face.

With such energetic first-year participants, next year's AYSF program promises to be even more dynamic!

ANDRUS FAMILY FUND

Ritual and Ceremony with AFF: Tree Planting

By Liz Wilson

As Transitions Keeper on the Andrus Family Fund (AFF) board, I am charged with designing and leading ceremonies or rituals to mark significant changes and their accompanying transitions for our board. At the core of AFF's work is William Bridges' Transitions Framework in which he defines change as an external or situational event while transition (in 3 stages) is an individual's internal response to that change. Our grantees must build into their AFF-funded programs ways to intentionally and consistently pay attention to Transitions. As a board, we challenge ourselves to do the same. Through ritual and ceremony, AFF makes time during board meetings to look inward and bring consciousness to our own transitions in order to foster growth and understanding as a board and as individuals.

Even just the mention of the word ritual or ceremony applied to a work endeavor raises a skeptical eyebrow conjuring up images of candles, incense and incantation. So what, exactly, do we do? One of our simplest rituals is our "check-in" at the beginning of meetings. Most of us have not seen each other in months and we give every person a chance to share something about where they are in life. This ritual is essentially about connecting to each other personally, recognizing that this can only serve and strengthen our work as a group. As author Sue Monk Kidd says in her book, *Dance of the Dissident Daughter*, "I simply know that rituals performed consciously can be powerful catalysts of change. They can be moments of integration, making something suddenly clear, making us stronger inside, opening up unknown places within us and imbuing new meaning."

One of our most involved and symbolic ceremonies is the tree ceremony at the Julia Dyckman Andrus Memorial. Early on in AFF's history, staff and board embraced the idea to create a new orchard on the grounds of JDAM by planting a tree for each new AFF board and staff member. The act of planting the trees is simple. The meaning that this act has for us as individuals, as a working group, and as family members is more complex. Creating a ceremony to mine this meaning—now that's a challenge!



This past April the AFF board met at the Julia Dyckman Andrus Memorial and continued the tradition of replenishing the orchard with new trees in honor of new board members.

Borrowing from my coaching repertoire, I decided (with trepidation) to lead a guided visualization. We form a circle around the tree to be planted. We close our eyes. We tune into ourselves and our surroundings with our unpracticed senses. We stand on the grounds of the Julia Dyckman Andrus Memorial—a place steeped in family history and heritage of service to children. We are all connected to it in some way. The orchard trees represent a new generation of Andrus philanthropy all rooted in family soil. The trees grow, bear fruit, and serve as a reminder of the continuum of giving. Trees embody the natural cycles of death, dormancy, re-birth and growth—cycles that resonate with the phases of the Transitions Framework. So resonant an image are trees to AFF's work, that the trees and leaves color our website and logo. We stand as trees in our own orchard and open our eyes to the formidable vision of the founding members of AFF.

Planting a tree is now an act of survival, an acknowledgement of interdependence, partnership, and a need for balance. These attributes are encompassed within AFF's work and thoughtful application of the Transitions Framework. As we approach the departure of our last two founding board members, Kelly Nowlin and Shari Wilson, in September, I am filled with gratitude for the courage, compassion, and intelligence that created this innovative model for giving and governance.



Angela Earley plants an apple tree at the JDAM in honor of her service on the AFF board.

ANDRUS FAMILY FUND

Presentation to the Surdna Board

By Annika Hawkins and Thomas Kelley



As two of the three new Andrus Family Fund (AFF) board members, we were the logical appointees for the assignment of reporting to the Surdna board at their meeting last February on the experience of the new AFF board member. We were given several questions to prepare, and immediately knew what we would want to share, based on those questions.

First, we were asked to discuss the orientation process and how we adapted to the AFF board. Under the guidance of Kelly, Sabena, and Ingrid, we went through a series of orientation exercises that positioned us well as new board members. The orientation process allowed us to gain an understanding of AFF's philosophy and the Transitions Framework and also allowed us to get to know each other better. This process continued

once we started attending board meetings with exercises like the Myers-Briggs, which helped us to understand how we communicate with each other. Through exercises like these, we all felt comfortable and ready to participate in board work from day one.

Our second topic of discussion was the use of William Bridges' Transitions Framework. As new members, how had we come to understand the use of the Transition Framework as applied to social change through our two program areas, Foster Care to Independence and Community Reconciliation? Had we found the model easy to learn? Did we believe in its applicability as those boards members before us had attested?

For lack of a more eloquent description, to know the Andrus Family Fund

is to know the Transitions Framework. To sit at the conference table, to speak with a grantee, to discuss evaluation, to look at the future of the Andrus Family Fund and our grantees is to know, intimately, the Transitions Framework. This framework, which allows AFF and our grantees to acknowledge, describe, and cultivate the internal processes that must occur in the individual and community in order to adapt to and grow from external change, becomes part of the daily life of every AFF board member. As new board members, we have come to understand and appreciate how the Transitions Framework offers our grantees additional tools with which to implement sustainable social change. We have also come to integrate pieces of the Transitions Framework outside of AFF, into our professional and personal lives.

AFF Update: Two Founding Board Members Graduate

By Kelly Nowlin and Shari T. Wilson



Well, there we were—mostly thirty-somethings. Ok, one or two in our twenties or forties. Following acceptance of written applications, a warm and cheery phone call from Edie Thorpe and, ultimately, an in-person meeting with soon-to-be Executive Director, Steve Kelban ("Kelly K."), we found ourselves at two dinner tables on a Friday night at a conference center in Princeton—most having traveled after work or a full day of responsibilities at home.

That is how the eight cousins who gathered with Kelly K. and a talented facilitator started to grow the Andrus Family Fund (AFF) from the Surdna Family Involvement Committee's concept.

We were strangers, but not. We were relatives, but not. For the most part, we were familiar last names on an extensive family tree. There were some vague physical resemblances. All in all, when we first met, it was, for most of us, a meeting between strangers, yet people we knew of all our lives. Whatever initial formality

and politeness existed that first night, the ensuing two days would melt away. Immediately, stories of family, life successes and struggles, hopes and interests, flowed so freely, it was clear this was, indeed, a family endeavor. Getting the opportunity to create a new grant-making organization in a weekend will do that to you! To be sure, as we refined passions to programs and issues to effective grant-making areas, we had strong differences in philosophies, but we always reached consensus.

Flash forward. AFF is a strong grant-making subsidiary of Surdna with a national reputation all its own. Board members delve into the details of grants—presenting the grants to the Board for approval. Board members are active in annual meetings where grantees exchange approaches, contacts, and strategies.

As we look back, we are the lucky two. We had the initial seven-year appointments to the Board to assure continuity as the Board gradually shifted to the obligatory three-year

terms. More fortunately, we are the lucky two who have had the privilege and front seat to watch as newer (and younger) board members rotated on, bringing their own passions, commitments, and fresh perspectives to the work. To see the continuity combined with the drive to get better and better is certainly a privilege.

We were asked to write about our perspectives as the last two original AFF Board members as we leave the Board. While our experiences were different, we learned so much. We were challenged. We were supported by an incredibly intelligent, warm, and dedicated staff in Ingrid, Sabena, and Kelly. We were greatly enriched by our all too brief association with our dear cousin Mary Lowman who suddenly passed away. And, we are greatly heartened by the strength and the impacts of the programs in foster care and community reconciliation. It is a transition, but one for which we are much more prepared than we have ever been before—thanks to AFF.

Ingrid Williams: AFF's Administrative Pro

By Jennifer Kasoff

If you've ever called the Andrus Family Fund, chances are, you've spoken to Ingrid Williams, the program assistant. She joined AFF on a one-week temporary assignment—seven years ago. Clearly, Steve Kelban saw what a gem she is, and she knew she'd found the right fit.

"I love interacting with the family," Ingrid says. "It's really enlightening to see such a big family and the philanthropy they're involved with. It makes me feel good to see them giving back to the community. I like to know that I can be a part of it." She especially enjoys the excitement of the younger family members when they first become involved.

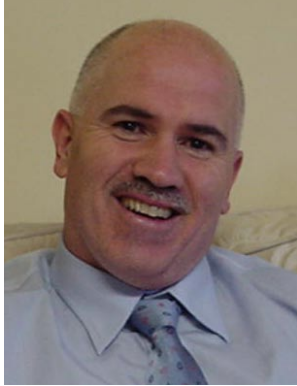
In her role as program assistant, Ingrid carries out administrative duties for Kelly and Sabena Leake, AFF's Program Officer. She communicates with AFF grantees and family members, maintains the family website, and assists in coordinating the yearly grantee conferences. She calls the yearly "grantee exchanges" the highlight of the year for her. "I've learned so much from these conferences. It's awe-inspiring."

It's no wonder she likes working with such a large extended family in her professional life. She comes from a large family herself and describes herself as very family-oriented. She loves to spend time with her niece and nephew. She also loves to travel. Last summer, she traveled with a friend to Poland. The highlight for her was visiting the concentration camps to see that part of history as it really happened.

Ingrid earned her bachelor's degree at The City University of New York, Baruch College.



Brian Farragher: The Center of the Children's Center



By Jennifer Kasoff

You can't talk about the Andrus Children's Center without talking about Brian Farragher, the Executive Vice President and Chief Operating Officer. He's worked at the Center since 1986,

working his way from program director to his current position. And he's lived in staff housing since 1986. "It's my job," Brian says, "but it's also my home." Living in staff housing also means he's raised his own children at the Center, to their benefit, he believes. "From the perspective of my kids who have grown up around kids with problems, stuff just rolls off of them. They understand things in a very different way from other kids."

Brian's introduction to the Children's Center combined equal parts timing and luck. A colleague who had moved to the Center asked if he wanted to interview. He drove up to the Yonkers site, and, as he says, "felt like I'd walked into heaven." "Things are possible here," he says. "You can dream something and make it come true. I've been fortunate to have supervisors here who have helped me a lot with my initiatives."

The guiding values of the Center are tied to the Sanctuary Model for trauma recovery. Brian led this model's implementation in the residential and day treatment programs in 2001, after the agency began research into trauma in 1997. "We looked at the research on childhood trauma and brain development, specifically looking at the prevention side of child abuse to change the trajectory of kids' lives. There was a lot of theory on the impact of child abuse, but not a lot about what to do to help them."

He and other colleagues came across the work of Dr. Sandra Bloom, who was working with adults who had survived childhood traumas. They began working with her in 2001. What the Sanctuary Model entails is building an organizational environment with seven core commitments, including nonviolence, social learning, emotional intelligence, growth, and change.

The concept, explains Brian, is that you can have wishes for the kids and the same expectations for the staff. "This model challenges the staff to create a space where kids and staff feel safe enough to take risks and change, but everyone has to make a commitment." Working with children who have been abused is stressful, so this model helps staff members be mindful of the atmosphere they're creating. "The fundamental question in the treatment of our kids needs to change from 'what's wrong with you?' to 'what's happened to you?' These kids aren't sick or bad. They're hurt."

Working within a family-run philanthropy has been, Brian says, a humbling experience. "This is a beautiful place, a memorial to a beloved relative. To be a steward of that is very humbling."

Aisha Musto: Surdna's Office Couldn't Run Without Her

By Jennifer Kasoff

Aisha Musto joined the Surdna Foundation in 2003 as a program assistant in the arts and community revitalization programs. In February 2007, she was promoted to office manager. In her current job, she oversees office renovations, personnel issues, ensures office machines are functioning properly, and pays the office bills. In addition, she does the first interviews for all program assistants and receptionists, in addition to training and supervising them.

And she does it all with an eye to detail and a true passion for her work.



She came to Surdna after graduating from Tulane University in 2001 (with a major in art history), and fulfilling a dream to move to New York City. "I wanted to tackle it," she says. Like many young grads new to New York City, she began her work life by

temping until she found the right place. That right place for her is Surdna—her happy professional home for four years.

Being a program assistant allowed her to dive right into the work of Surdna's grantees. "I really like looking at what we do for our grantees. As program assistant, I loved talking to them and seeing first hand the work they can do because of Surdna. It's a great feeling, even to have a small part in it," she says.

As a Tulane graduate, she was especially moved by the work of Surdna grantees in New Orleans after Hurricane Katrina. She was honored to travel with staff and board members to New Orleans in August 2006 to see all the groups on the ground working there in her program areas of arts and community revitalization.

Much as she enjoyed the constant challenges of her program assistant position, she couldn't pass up the opportunity to advance within Surdna to office manager, the position she currently holds.

Aisha's husband has sparked her interest in cars, and she says they go to a lot of car shows in their free time together. It's more than a minor hobby—they own a 1968 Dodge Charger, too.

Patricia Constantine: A Caring Part of Andrus on Hudson

By Jennifer Kasoff

Patricia Constantine joined Andrus on Hudson (AOH) as Director of Nursing in February 2006, bringing her passion for nursing and more than 30 years of experience to the job. She holds several nursing degrees, including an M.S. in Nursing Case Management from Pace University.

She began her nursing career in an acute care hospital as a medical/surgical nurse, and moved into long-term care in 1989. She made the move after the pivotal life experience of caring for her mother. Her mother needed long-term care, and, though Patricia was a nurse, she was unfamiliar with this new field. She did research, learned a lot while caring for her mother, and got a job in the same nursing home in which her mother was being cared for. She quickly realized how much she loved working in a nursing home and knew she had found the right match for her nursing skills.

She started doing rehabilitation nursing, which includes activities such as walking the patients, helping them with special utensils to eat, and caring for wounds such as pressure ulcers (commonly called bed sores). Patricia's next professional move was to a much larger facility in Manhattan, at which she became Director of Nursing during her tenure. There, she continued doing wound care, but also moved into quality assurance and performance improvement. She also oversaw the assessment and reimbursement processes. She left that facility after ten years because the nursing home closed. "It's a hard business," explains Patricia.

Her next stop, fortunately, was AOH. And AOH has been lucky to have her management experience, nursing skills, good humor, and patience. She says she really likes the family atmosphere at AOH. "Residents are happy to be here, and staff like working here. It's such a beautiful facility, and it's home-like, which is what long-term care is about. Andrus really does embody that feeling." Her favorite part of her job is the everyday interactions with residents, specifically being able to solve their problems and get a smile. "Making their lives easier in any way, that's a great feeling. That's why you stay in it," Patricia says.



Barbara Greenberg: The Helen Andrus Benedict Foundation's Pro

By Jennifer Kasoff

Barbara Greenberg began working with the Helen Andrus Benedict Foundation (HABF) in 2001, bringing with her years of experience in philanthropy and a strong background in the field of aging. She is the founder and president of The Philanthropic Group, a management and consulting firm that provides strategic vision and organizational direction to many foundations. Her firm currently manages grantmaking for four foundations and consults with other foundations on special initiatives.

As the only HABF person on-site in Yonkers, Barbara is responsible for applying the grantmaking strategy she helped the Board of Directors develop in 2001. "We decided to focus on creating elder-friendly communities and mobilizing older adults to contribute their talents, abilities and experiences for the benefit of their neighbors and neighborhoods," she explains. "We believe older adults are enormous assets to their communities." HABF makes grants in the \$25,000 to \$100,000 range that actively engage older adults in improving themselves and the neighborhoods in which they live.



Her interest and background in aging made her a prime candidate for this job. She created award-winning programs for older workers and retirees at The Travelers Companies in the 1980s, including an "un-retirement" campaign that recruited Hartford area corporate retirees for

part-time and temporary work, and a first-in-the-nation corporate Employee Caregiving Program that was replicated nationwide by AARP. She also had prior experience as the executive director of a family foundation with a focus in aging. Ed Skloot discovered her after reading an article she wrote about how to create a grantmaking strategy in aging. Her other experience includes serving as executive director for a countywide nonprofit counseling center, consultant to city and state governments, board member of regional and national nonprofits, and compensation analyst for a major national corporation. Barbara has been a leader in grantmaker groups throughout her career, including the New York Regional Association of Grantmakers, Council on Foundations, and Grantmakers in Aging. She has planned, moderated, and presented at local, national, and international conferences and foundation retreats, and has authored various publications about grantmaking trends and strategies.

Barbara says, "First with Fred Moon as chair, and now Kate Downes, working with the HABF board has been an exercise in creativity. The commitment and active involvement of HABF board members in the work of the Foundation and its grantees is wonderful." She explains, "Board members offer suggestions and program ideas; some attend semi-annual grantee networking and educational meet-

ings held at Andrus on Hudson; and some participate in site visits and grantee-sponsored events." Barbara has been impressed with the board's willingness to take calculated risks and try new ideas. "We have used some unique strategies like bringing in national experts to work in partnership with local grantees." For example, HABF made a grant to the Visiting Nurse Service of New York so that Yonkers could participate as one of 10 pilot sites for a national program called AdvantAGE, which made possible a major survey of Yonkers older adults. Barbara especially likes HABF's intergenerational and collaborative approaches. She is proud to work with a foundation that truly supports communities for all ages.

When she's not hard at work on her philanthropic consulting, Barbara professes a love of water, especially scuba diving (Roatan, Honduras is a favorite spot) and quiet water kayaking in the marshy areas on the coastline of Connecticut, and rivers and lakes in upstate New York.

AOH Update

Scholars program, a Helen Andrus Benedict Foundation grant, at Fordham. Irene and Carol Cardon represent the Residents' Life Committee.

Bruce Jennings is Director at the Center for Humans and Nature, a private operating foundation that studies philosophical, ethical, and policy questions

that arise at the intersection of public health, the environmental/ecological sciences, and democratic theory and practice. He teaches at the Yale University School of Public Health, serves as Senior Consultant at The Hastings Center, and is currently a member of the ethics advisory committee of the U.S. Centers for Disease Control and

Prevention. Bruce and Rachel are part of the Planning Committee which will be very busy over the next year given all the potential changes over the next couple of months.

Rachel Grob is Associate Dean at Sarah Lawrence College. She has also participated in many programs at AOH. She has a close connection

to the Andrus family, having served on staff at JDAM for several years. Rachel is part of the Planning Committee and has been very helpful in keeping the board focused on the physical and mental needs of the residents.

Bob Cadoux is an attorney with the firm of Herling & Cadoux in White Plains, New York. He is a

Hastings resident and a member of the volunteer fire department. He is also active in the Social Venture Network. Bob serves on the Grounds and Building Committee and was tremendously helpful during the boiler construction. He probably knows the building better than any board member.

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