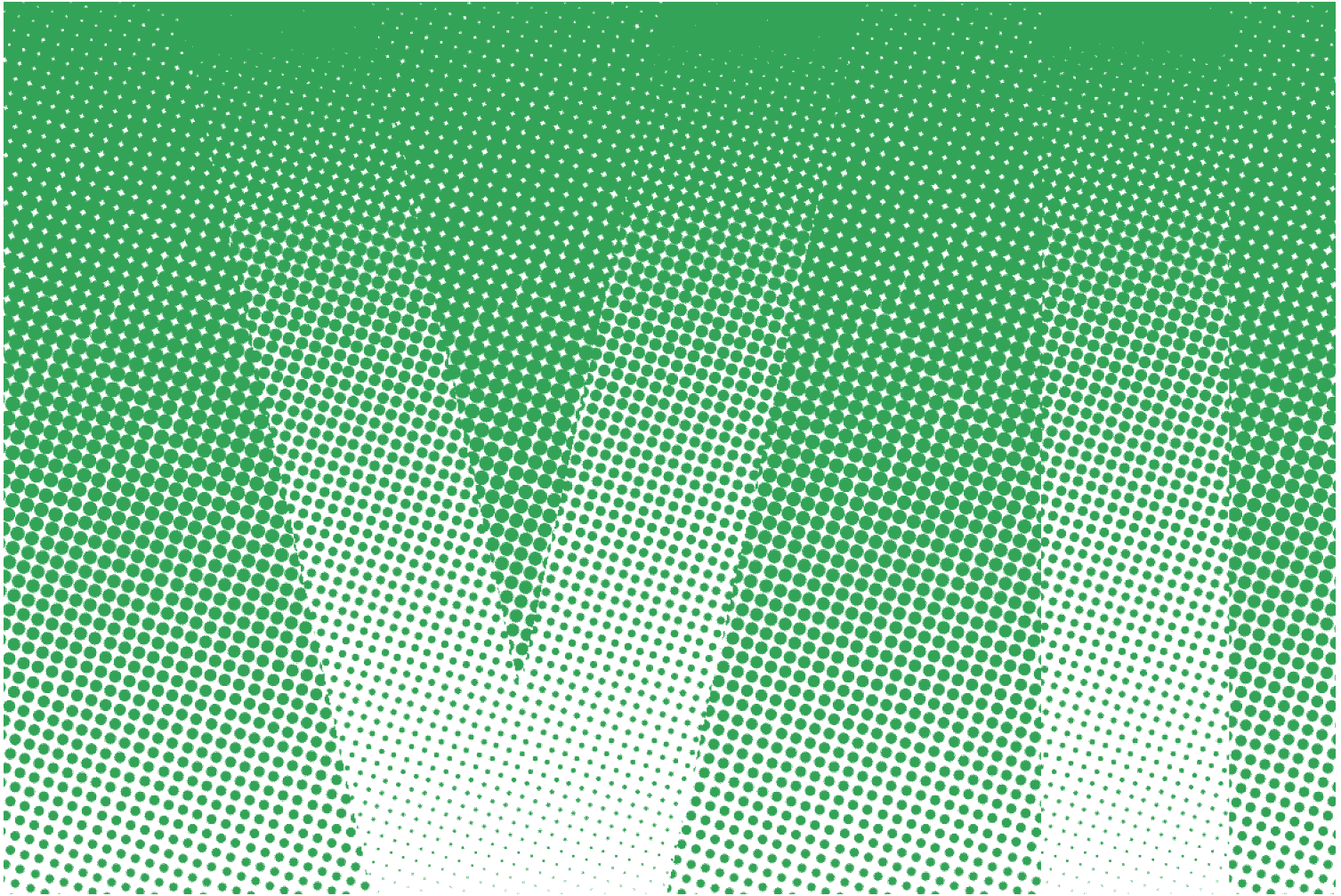




# CONCINNITY



## *Concinnity VI: A Fun Time for All!*

by Jennifer Kasoff

Cousins came from near and far—including Minnesota, California, New York, Ohio, Virginia, Connecticut, Georgia, Colorado, Maryland, and Washington, D.C.—to celebrate the Andrus family at Concinnity VI at the Grandview Lodge in Nisswa, Minnesota from July 17-20, 2008. Organizers Angela Earley, Cameron Griffith, and Josie Lowman were delighted with the event. They were all especially touched by the attendance and enthusiasm of the family's patriarch, John E. Andrus III.

"When we first put out the announcement one and a half years ago that we were organizing this, John wrote me a letter saying he would come and make sure his

immediate family members would come. I had a chance to speak with him one on one a few times during the weekend. He emphasized the importance of this event, and he was glad to be there. I loved that engagement with him," said Cameron.

Begun in 1973, Andrus family reunions, called 'Concinnities,' have occurred every 5-10 years, offering extended family members the chance to meet and re-connect. The previous reunion was held in 1999. Concinnity VI was set on beautiful Gull Lake, with cabins, houses and hotel rooms taken over by 180 Andrus cousins from nearly all eight branches of the family, and it was a roaring success.

Highlights included golf and tennis tournaments, raft-building, GPS races, a family carnival, an overview of the family's philanthropies and meaningful family stories told by John Andrus at the final banquet.

Family members ranging in age from almost 1 to 98 began arriving on Thursday to greet each other and prepare for a full weekend of events. Friday welcomed golf and tennis tournaments, in addition to a "Family Fun for Everyone" event. Organized by Christian Reynolds, this event allowed family members to get to know new people while engaged in relay races, egg-spoon races, sack races, and other fun games. "It was great to get everyone

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By Edie Thorpe and Josie Lowman

This year marks the ten-year anniversary of the Surdna Board's establishment of the Family Involvement Committee (FIC) and the ensuing planning for our program of family philanthropic outreach, education and training, formally called the Andrus Family Philanthropy Program (AFPP). During the 18-month planning process, which stretched into the year 2000, a major goal of the family program became the creation of opportunities for the engagement of our younger Andrus generations in our family's organizations and various projects to train them for service in their own communities.

It was extremely gratifying for me (Edie), as FIC Chair, to share the stage at July's Concinnity Six with no one from my generation. Joining me were four members of the fifth generation (Richard Thorpe and David Earley for JDAM, Josie Lowman for HABF and AOH, and Davis Benedict for AFF) and one of the sixth generation, Wadsworth Williams. More than 70 family members came together to hear these reports from all the family philanthropies, along with Wadsworth's great report on his AYSF experience. New family members joined most of the boards this year, and Surdna elected its first fifth-generation Chair, Josie Lowman. There will be at least three more family members joining the Surdna board in the next two years, as several fourth-generation cousins complete their terms of service.

Everyone involved with this family program is very grateful for the staff support we receive on a daily basis. In the AFPP office, Kelly Kelban, Jill Williams and Ingrid Williams have helped create, nurture and support the Andrus Family Fund, and our wonderful AYSF and BETs programs. They are always there to guide, mentor and encourage any family member who calls on them for whatever reason. We are also so pleased with Surdna President Phil Henderson's warm and collaborative approach to our Surdna-AFPP work. While Phil's presentation at Concinnity Six focused primarily on the Foundation's program areas, I venture to say that he truly saw the future of our Andrus family in all the young people in attendance. He made a point of meeting and talking with many of your cousins and was a great addition to our reunion.

The future is indeed bright for our Andrus family endeavors!

On the Surdna front, Phil Henderson has survived his first year as President, not always an easy task. We are also very pleased to announce that after a long and exhaustive search, Sharon Alpert is the new Environment Program Officer. Furthermore, the Surdna offices are expanding to add a half floor of space on the 29th floor. As Phil Henderson said during his presentation at Concinnity Six, please feel free to drop in and visit and learn what Surdna is all about.

## From the Executive Director of AFPP & AFF

By Steve Kelban

For those of you who have been following AFF, you know we're all about paying attention to "Transition"—the internal processes we believe necessary for going through change successfully. Over this past year we've had a lot of change here at 330 Madison Avenue and thus plenty of transition.

Surdna's new President, Phil Henderson, has proved to be a wonderful colleague and strong leader. He is currently leading the Surdna board and staff through the development of a new mission statement for Surdna, which will guide the work of the foundation for many years to come.

The Surdna Board continues to reach out, both to bring in new family members and to recruit externally. Bruce Abernethy and Jocelyn Downie joined the board over the last year as did Thomas Castro. And the construction of additional office space at 330 Madison has been completed. The Surdna Board was able to hold its September board meeting in the enlarged conference room and take good advantage of the new technology available.

The AFF board welcomed three new board members in 2007: Jennifer Pakradooni, Rick Boger-Hawkins, and Hans Miller. They will be joined this year by Stephanie Cardon. Of course, this means we had to bid farewell to two board members in 2007, Kelly Nowlin and Shari Wilson, and Carra Cote and Peter Voorhees this past September.

We have had a year to appreciate all that Jill Williams, the Andrus Family Fund's new program officer, offers AFF. Based on her experience as the Executive Director of the Greensboro Truth and Reconciliation Commission, she has brought a new perspective to our community reconciliation work. Her network and her reputation have created new opportunities for collaboration. Don't miss the profile of Jill in this newsletter. Another not to miss: the photos of Surdna and AFF staff competing in a hula-hoop contest at the wedding shower for Ingrid Williams, the AFF always-one-step-ahead program assistant.



Wedding Shower guests of honor:  
Ingrid Williams and Ray Holloway

Family connections are what drive this newsletter. I am proud to report that our program for college- and graduate school-aged family members, called Board Experiential Training, or BET, is in its third



From left to right: Tasha Washington, Ivette Delgado, Aisha Musto and Grace Bodden



Steve Kelban,  
Executive Director,  
AFPP/AFF

Phil Henderson  
President, SURDNA

edition. Even BETter, this year Kim Kaupe, an alumna of BET II, will be leading BET III, along with Frank Hartmann of the Harvard Kennedy School. Kim shares her experience with BET II in this issue.

It's also terrific to note that fifth generation family members took on the responsibility for organizing this past summer's Concinnity reunion. All reports indicate it was a great gathering. Kudos to the organizers and make a note not to miss the next one!

If you want to know more about the change/transition framework I opened with (and who wouldn't?), check out, a new website ([www.transitionandsocialchange.org](http://www.transitionandsocialchange.org)), that allows people working for social change to learn about transitions and our grantees and leverage that knowledge for their own work. This website is a partnership between AFF, William Bridges & Associates, and New York University's Center on Violence and Recovery. We welcome you to take a look and to enjoy the illustrations created by high school intern Patricia Battles. Feel free to pass on the web address to anyone you know working on social change.

I wish us all good transitions: time to mark the endings, creativity of the neutral zone and inspired new beginnings.

*Kelly*

## Concinnity VI: A Fun Time for All!



Continued from cover

interacting. People were making up songs and being silly. That was a really fun event," said Angela.

Attendees gathered for a county fair-themed dinner on the lake Friday night. Explained Angela: "We had a dunking booth. The only grown-up who got dunked was Mary Boos. Sam Thorpe, a fourth-generation cousin, showed up wearing a very funny wig that everyone wanted to try on. It was a great time."

Saturday brought more fun, of course. Teams competed to build a raft from materials such as empty plastic barrels, wood, duct tape, rope and whatever else they could scrounge up in an hour. Two people then took the helm of each raft and paddled it out and around a buoy and back. They all floated! Other cousins joined an "amazing race" style GPS treasure hunt.

More than 75 cousins joined in an educational conversation about the family philanthropies on Saturday. Edie Thorpe, Family Involvement Committee (FIC) chair, organized this discussion and gave the family an overview of the work of the FIC since 1999, in particular the increasing number of cousins engaged in the family's philanthropic entities. Other speakers included Josie Lowman (for the Surdna Foundation, Andrus on Hudson, and the Helen Andrus

*"It was great to get everyone interacting. People were making up songs and being silly. That was a really fun event."*

Benedict Foundation), Rich Thorpe and David Earley (for the Andrus Children's Center/Julia Dyckman Andrus Memorial), and Davis Benedict (for the Andrus Family Fund). In addition, sixteen-year-old Wadsworth Williams spoke to the group about his work in the Andrus Youth Service Program, a teen philanthropy project overseen by the AFF.

Finally, Surdna's new president, Phil Henderson, joined in the conversation

and gave a stimulating presentation, including his own perspective after a year on the job. He explained the programs of Surdna, its collaborative work in New Orleans, and praised the engagement of its family board. He also encouraged any family members coming to New York to visit the Surdna offices. For most family members, this was their first opportunity to meet Phil. This whole presentation was a terrific time for all family members to learn about the depth and breadth of their family's philanthropic endeavors. "Some people just had no idea the family was involved in so much," explained Angela.

At the family dinner on Saturday night, each cousin had the chance to step up to the microphone and briefly introduce him or herself. Family members received prizes from the events, and John Andrus and Edie Thorpe received special prizes for their contributions to the family's work.

But the highlight of this dinner for everyone was hearing John Andrus share family stories. At the age of 98 (closing in on 99 in September), John prepared himself during the day for a late night of celebrating and socializing. "His stories about his grandparents were moving and funny. When you think about this legacy and look at the people around

you, it's just amazing. By the point in the weekend that he was telling his story, there was a lot of meaning to it," said Angela.

Cameron explained: "It was a really special occasion to have the patriarch of the family there talking about how it all started."

Attendees each received a t-shirt color-coded to his or her family branch so that people could identify the relationships amongst themselves. Angela designed the t-shirts with a logo incorporating each family philanthropy on the back. Josie identified the family branches. Cousins wore their shirts to various events and photos throughout the weekend.

Beyond the many fun organized events, family members also took advantage of lakeside activities and the indoor water slide and pools. All in all, Concinnity VI was a great success. "Cameron, Angela, and I thought there wasn't a lot of interest when we first started organizing this. Everyone thought this would be the last Concinnity. By the end, however, everyone said it was fantastic and had to be done more often. It was so much fun to re-connect with cousins across the country," said Josie.

Concinnity VII, anyone?

## DAVID EARLEY

### Tell us a little bit about yourself and how you started working in public service.

I'm a fifth-generation family member, and my wife, Angie Earley, and I live in Wooster, Ohio. I came here to college in the 70s and, except for two years in Colorado, basically never left. I have worked in social work for 30 years. I spent the first part of my career working with adults and families and eventually made the decision that I wanted to work farther "upstream," and switched to working with children. It became clear to me that troubled adults have a harder time changing than troubled kids. I've been on the board of the Children's Home for five years.

### Talk about the roots of your life in public service.

Our family culture is at the root of it. Most of my life has involved kids. I'm the oldest of four and was the oldest grandchild. I was babysitting at 13. I was a volunteer orderly at a hospital (at my mother's urging), split between children's unit and general care unit at age 13. I worked in summer camps starting at 16 and discovered I was good at working with those with behavioral or emotional problems, so the administrators sent them my way. By the time I was 16, I was tutoring inner-city kids in Connecticut.

I'm from the Griffith branch of the Andrus family. Larry Griffith is my uncle, my mother's younger brother. Larry and his siblings are a testament to their parents and the values they held. My grandparents, Margaret and Ernest Griffith, were totally public-service oriented.

Dinner table conversation in our family was frequently about how to make the world a better place. At my grandparents' house, where I was fortunate enough to spend a lot of time, conversation often revolved around issues of international relations, the latest foreign policy issues of the day, and ways in which government could make America a better country. At my house, it was about more hands-on grassroots stuff. We talked about what we could do within our church and in our home. My parents were "green" before it was cool. Our world revolved around books, church, and spending time outdoors.

### Any special memories that relate to your work today?

When I was 13, we lived about two miles outside of the town of Bloomfield, Connecticut. I sometimes rode my bike in to town to look at comic books, fishing lures. Our gas station was right there. One day I stopped to chat with the owner, Russ, and he offered me a job pumping gas. I furiously pedaled my bike home and told my mom. Her response, however, was: "That does nothing to make the world a better place." So, I went on to get the volunteer orderly job at the hospital, and my parents "paid" me by keeping me in fishing gear. It gives you a sense of the culture of my family: I'm an independent thinker and was pretty rebellious as a teen. But it didn't even cross my mind to question that perspective from my mother.

### Tell us about your current job.

I work for a large non-profit child caring agency in Ohio. We serve about 550 children daily who are in one of our therapeutic foster care or residential care programs. Four hundred are in therapeutic foster care, and I'm the number two guy in that division. We have 11 offices throughout northeast and north-central Ohio. My personal office, however, seems to be my Prius.

It's a continual balancing act between improving the efficiency of operations and working on clinical best practices. We receive funding from, and are regulated by, public bodies which are notoriously bureaucratic and inefficient. I remove obstacles for the people who do the work with the kids every day. Sometimes I miss hands-on clinical work, but what I do now helps make it easier and better for the people who do the work.

I also work on clinical best practices. This business has always been both art and science, and now we have more science. The emerging field of brain research tells us not only what the impact of abuse or neglect is, but also a little bit about how to help ameliorate that. When we see a child who can't regulate emotions or behavior, we used to think "what's wrong with that child?" Now we ask "what happened to that child?" The abuse and neglect that these kids have suffered interfered with normal development of their ability to self-regulate. Therapeutic interventions need to target the components of developing self-regulation. This process has similarities to physical development. In order to play baseball, for example, physical/motor development requires fundamentals like raising one's head, rolling over, crawling, standing up, and so forth, which then build up to complex eye-hand coordination. The ability to regulate one's behavior and emotions, which require the development of specific foundational structures and processes in the brain, requires similar steps, beginning with being predictably safe and nurtured as infants.

So, you need to make sure these kids feel safe before you can send them to therapy. Next, you teach them to regulate their emotions. There are some emerging, proven ways to do this. Then you can go on to more cognitive kinds of things. That's where the science comes in, and the whole field is now called trauma-informed care, which is what I train our staff and foster parents on. The goal is to open their minds and hearts. If you see a kid acting out in public, the first emotion we usually experience is irritation; you want to get away from that child. We educate our staff and foster parents to correct this thinking so ideally they can open their minds to what happened to make the child act like this and to open their hearts so they can figure out how to help the child.

## ANGELA EARLEY

### How are you related to the Andrus family?

I married Dave Earley in 2003. The importance of family is what connected us. My background was different from Dave's, but family has always been the number one priority with both of us. I joined the AFF board in 2005.

### Tell us a little about yourself and your background.

I went to undergrad at Akron University and graduate school at Case Western Reserve University for social work. Before grad school, I was a case manager and therapist working with teen males at a residential treatment center. I worked at Boys Village for 10 years as a case manager and moved up to become training director. In the midst of that, I volunteered for a local battered women's shelter; the prevention committee for the Ohio Department of Health, was a member of the local board of Habitat for Humanity, and was part of a multi-disciplinary team that started a local child advocacy center. I have a son who is in the Air Force in Germany. He's 23. Dave and I adopted a daughter almost 2 years ago when we lived in Colorado. She's 15 now. We moved back to Ohio to be near family and friends and for Dave's job.

### What is your current job?

I coordinate Another Way, a batterers' intervention program. Essentially, I am the program. I develop program curriculum, promote communication with our local government, conduct assessments, do counseling and run groups. I hadn't worked in this area before so it's been a challenge, and I've learned a lot. Since my passion is working with children, I balance my days by doing individual therapy with children and adolescents.

### What other public service work do you do?

A lot of what I do now surrounds our daughter. I help out at her private school, and we are active in our church. We're looking to find volunteer opportunities for her that we'll help with such as food banks and kids' groups. I do a variety of volunteer work as time permits, but making sure we have adequate family time, working, and taking care of myself doesn't leave a lot of extra time!

### Tell us about what influenced you to work in this field.

I'm from a broken home, and I started working at a very young age. I was forced into being very responsible and mature at a young age. I didn't do a lot of kid stuff. My biggest influence was a step-grandmother who spent a lot of time with me. She was a social worker. She had a big impact on me in terms of helping me to be compassionate and giving to others, doing service without expectations for getting anything in return.



David Earley



Angela Earley



Jocelyn Downie

## JOCELYN DOWNIE

Jocelyn Downie is the Canada Research Chair in Health Law and Policy at Dalhousie University in Halifax, Nova Scotia. She is also a member of the Board of the Surdna Foundation. She is married to Brad Abernethy. Jocelyn spoke to Concinnity from her office in Canada as part of our regular Doers column, highlighting the public service work of family members.

### Please describe your work in public service.

I do three forms of pro bono work. First, I try to contribute to public education working on complex and morally challenging issues at the intersection of health law and policy. I spend a lot of time talking with the media both "on the air" and providing background information for stories. I also give lectures for free to certain groups—lots of groups can't afford our fees for talks, but it's important to provide accessible information to people about topics like living wills and assisted suicide. My goal is to have the public engage and press for public policy reform.

Second, I do pro bono policy work—where you sit on expert committees advising the government on various policy matters. Recently, I sat on a committee about the protection of human research participants in Canada. The systems of oversight in Canada and the US are profoundly inadequate. We made a whole series of recommendations to improve the system for the protection of the participants—I spent a year working on a report about this. I also served on the National Blood Council, which was tasked to oversee the blood system to make sure we didn't have a repeat of the tragedy of HIV-tainted blood transfusions.

Finally, I offer pro bono assistance on legal cases. I don't directly represent people, but I can take advantage of my position to help lawyers who are representing clients who don't have the necessary resources allowing them to litigate. I have materials that I can share and I can give them legal arguments without charging them. I've done that around issues like unilateral withholding and withdrawal of medical care (that's where the physicians want to discontinue treatment against the wishes or without telling the patient's family).

### How does your university job fit into your public service work?

Being in the university, public service is considered a legitimate use of my time. Some of my pro bono work is part of my job and some is outside of my job. The amount of service I'm able to do is a luxury I have by virtue of being in a university. But it's also a responsibility. I work in a public university, and I think that that requires that I work in the public interest.

### Why did you seek service on the Surdna Board?

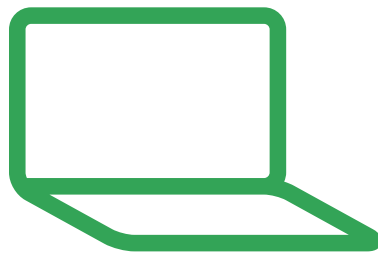
I wanted to do something completely outside of my work. I was drawn to the commitment that pervades the organization to contributing to the lives of others, particularly the lives of others who aren't as fortunate. That really came through on my orientation day. I was able to sit down with all of the program areas to get a sense of the fabric of Surdna. The threads are discrete but together they create a very warm fabric of commitment to the flourishing of others.

### To what do you attribute your passion for public service?

Why do I do this? What gets me most excited about what I do is getting to help somebody who has been marginalized in some way. A telling example comes from my childhood. I was standing outside a corner store when I was little. This older boy was picking on a little kid. I wasn't big, but I went marching up to the older boy, told him to pick on someone his own size, and stepped in between them. My father was horrified when he later heard what I'd done (he was concerned for my safety), but it felt right. The kid backed off.

I got this early sense that it works to stand up to bullies, and it feels really good to help someone else. That's in some ways the same thing I do now. The thing I love about law is that it provides tools to help people, very powerful tools. And working in a university lets me teach others to use these tools to help other people. That's what keeps me going.

## Staying in Touch: The Andrus Family Website



By Jennifer Pakradooni, Thomas Kelly  
and Bob Hedlund

Four years ago, cousin Bob Hedlund, husband of Anne Benedict, decided to rebuild the Andrus family website that Steven Kelban had first designed. Bob embarked on a detailed process to re-design and re-program [www.andrusfamilysite.org](http://www.andrusfamilysite.org) to keep all 400-plus extended family members connected.

Over the past year, Bob, along with two other cousins, Thomas Kelly and Jennifer Pakradooni, began discussing ways to improve the existing site with fresh content and photos while also brainstorming ways to encourage family members to visit.

For the first phase of the project, we decided to keep the current look and feel of the site while updating and refreshing the content. For the second phase, we are researching and discussing the possibility of upgrading the current system to a more user-friendly content management platform that would not require users to have programming experience.

Together, we are currently evaluating several content management platforms that we hope to begin to use within the next six months. By developing a new, easier-to-use platform, we hope to encourage more family members to make content contributions and send in story ideas and photos that can be used on the site as a way to keep everyone informed. The aim is to make the new and improved family website more flexible and user-friendly as well as to offer interactive tools, such as polling, videos and blogs, to engage all family members.

In the coming months, we will make a decision about which new content management system to adopt and determine the costs involved. Because this initiative is not linked to the philanthropies and is considered a family program, funding will need to come from other sources.

In the meantime, we are always looking for short news updates, feature story ideas, suggestions of family members to profile, etc. Please send your story ideas to Jennifer at [pakradooni@hotmail.com](mailto:pakradooni@hotmail.com) or to Thomas at [tmkelly3@gmail.com](mailto:tmkelly3@gmail.com).

## Interview with Phil Henderson First Year as President of Surdna



*Last year, we introduced Concinnity readers to Surdna's new President, Phillip Henderson. Now, one year later, we caught up with him in June 2008 to learn his thoughts about his first year in the role.*

### How was your first year at Surdna?

It's been a really good first year. The board meeting in May 2008 marked the first full cycle of activities since my arrival. I've made a lot of progress in learning the organization, and it feels like home now.

### How has Surdna been different than you expected, and how has it been similar?

The first year has been what I expected in terms of learning and listening, and meeting the universe of grantees and partner institutions in the realms in which we work. That's been as expected and I'm getting over the learning curve in many of the areas in which we work. What has been interesting is that many of my instincts of what are important elements of healthy and high-functioning institutions have really resonated here. First, be clear about what you are trying to accomplish. Second, we need to, as a staff, think of ourselves as working toward the same goal. My efforts to instill that way of thinking here have resonated well with the board and staff.

### What has been the biggest challenge?

I came into the institution not being an expert in any of the five general issue areas. The challenge has been to balance learning about all of the things we do and, at the same time, provide helpful input and insight and ask good questions of the staff. They have significant issue area expertise that I don't have. Going forward, smart as I may get in the individual areas, they are the experts and that's why we have them on board. The challenge is how can I be the most helpful in bolstering their work even as they are the pros.

### What do you see as upcoming challenges?

We embarked in November 2007 in a discussion of the foundation mission, trying to answer the questions: To what end are we working on these things? What is our goal? That conversation has proceeded in staff and board conversations over the last eight months. My job now is to help us get to a conclusion to that in the fall. Then we need to decide what that conclusion tells us about what we should do next. My job is to facilitate and lead that conversation so we think smartly about our resources going forward.

### What has been the biggest surprise?

How transferable touchstones of success are to a foundation setting. I was surprised that the work of a non-profit and a foundation both require similar things. Foundations face different pressures, but these basic themes remain important to a high-functioning organization.

### What work are you proudest of in the last year?

The mission conversation is the most important work that I pushed us to do. On a specific level, I have instituted monthly program discussions and those have benefitted the staff and me. Program staff meet monthly to discuss their area and in those discussions we talk a lot about working together. One of the most significant issues we've decided to focus on is a major investment in New Orleans across all program areas. I've appointed a cohort of staff members to figure out what to do there.

### How is it working in a family foundation with a very involved family?

Family foundations have a rap of being complicated. I think that actually all boards and institutions are complicated. This one is no more or less complicated in terms of that. We benefit from the family's interest in the work of the foundation. I don't need to spend any time getting their attention. In a typical private foundation board, a larger percentage of board members are unengaged. That's not the case here, and that's a good thing.

### What have you learned about the scope of Andrus philanthropy?

Surdna is the largest of all the philanthropies under the Andrus family name. Part of the exciting thing about the next twenty years is that there are a lot of opportunities for philanthropy for future generations. That is critical to providing the Surdna Foundation with the base of support it will need over time to maintain excellence. That's really impressive.

### Are there any changes you would like to make in the future?

There are two things we can anticipate. First, the mission conversation is designed to give us a north star, an aiming point. That conversation is not being done to fill air time. It's really designed to give us a strategic guidepost. The next year is about figuring out if we have that clarity about our mission. The heavy lifting is what does that tell us about what we are doing that is in harmony with that, what is more peripheral, and what's missing. Next year will be about looking at that through the lens of what are we trying to achieve. Second, I've framed for the board a number of internal process changes that I hope we can discuss in the next six months that are about improving the speed with which we give away money, improving our flexibility to respond to emerging issues, and giving us a slightly broader lens to look at size and duration of grants.

## AYSPers Explore International Passions and Local Concerns

by Masiel Rodriguez-Vars  
Andrus Youth Service Program Coordinator



has tugged at her heart since she was a little girl—Sparrow Clubs. Sparrow Clubs, USA is a youth-based charity organization that empowers young people to provide financial and emotional support to critically ill children in their communities. "I first learned the heart-wrenching story of Sparrow's founder when I was twelve," explains Naomi. "After hearing how a group of students pooled their own money to help pay for their teacher's son's bone marrow transplant, I knew I wanted to be a part of something like this."

Naomi has been more than "a part" of the Sparrow Club in her own school. She was the sole coordinator of a "Boys Pageant" event at her school that raised \$21,000 for their "sparrow." Schools normally raise closer to \$4,000, but through Naomi's networking with local businesses and motivating peers to get involved, her school was able to reach five times that amount.

This experience cemented Naomi's decision to award Sparrow Clubs the AYSP grant, because it taught her how much of an impact youth can have when they are motivated by a common purpose. "There are a lot of things I care about and a lot of things I can do on my own, but I think Sparrows deserves this grant because it inspires a large group of teens to work together to make a difference."

Sixteen-year old Wadsworth Williams is inspiring teens and adults alike to join him in his effort to bring music to low-income families in San Pedro, California. Last year, as a first-time AYSPer, Wadsworth used the AYSP funds to develop a music program for elementary children at the Toberman Community Center. He researched and wrote a curriculum, negotiated with local businesses to purchase discounted recorders and music books, and organized a series of high school teens to teach classes to the youth. This year, Wadsworth is thinking of adding a few instruments to the program...actually, he's hoping to develop a full orchestra at Toberman!

Wadsworth's motivation and dedication has been so inspiring to the Toberman Board that they have reached out to professional musicians in Los Angeles to help accomplish his goal. Even Wadsworth's cousins are chipping in their time, talent, and connections to help. Priscilla Hawkins has put Wadsworth in touch with an organization that will donate and sell discounted instruments to Toberman, and she has connected him to professional string teachers who will volunteer their time to train youth. Wadsworth has also begun developing a network of teens in musical honor societies to serve as additional volunteer teachers.

Given the skills, passion, and dedication that Wadsworth is developing through this program, I have no doubt that he will be an invaluable board member someday. Indeed, he'll probably be running his own nonprofit organization in the not-too-distant future!

As you can see, the family is in great hands with this next generation of philanthropists.

With each year of the Andrus Youth Service Program (AYSP) for high school aged family members, participants are becoming increasingly aware of the world around them and confident in their ability to impact it. This year, three of our participants chose to get directly involved in the organizations that their grants supported.

First-time AYSP participant, a 15 year old Amara Andrus, zealously embraced her opportunity to become a grant maker. She carefully researched three areas that she was interested in supporting, including her family's long-time commitment to environmental issues. As much as she cared about honoring her grandfather's love for the Nature Conservancy and her passionate interest in AIDS issues in Africa, ultimately, Amara focused her AYSP project on a budding concern for impoverished people in Latin America.

Last fall, Amara accompanied her mother to Guatemala with a local organization called Common Hope, which provides education, health, and housing assistance to families living in poverty. Amara was so moved by the dedication of Common Hope staff and inspired by the Guatemalan families that she met that she reached out to Common Hope administrators to develop a grant that would "bring joy" to the children in their programs. "These are joyful kids and are so excited about their education," explains Amara. "They work so hard at home and in school. I wanted to use the grant to help them have a little fun, too."

Honing her newfound networking skills, Amara contacted Common Hope's Development Director and set up a meeting with their grants coordinator. While Common Hope ordinarily seeks support for purchasing school supplies for their students, the organization was persuaded by Amara's enthusiastic pitch for resources that would stimulate student creativity. Her AYSP grant will be used to buy art supplies, sports equipment, and materials to put on theatrical performances. "When I was in Guatemala, I played soccer with the kids with a deflated basketball," recalls Amara. "I can't wait to see how great they'll play with this new equipment."

Amara will continue to strengthen her involvement with Common Hope as a volunteer in their St. Paul office. She looks forward to learning more about the "behind-the-scenes" work and the range of tasks that contribute to the efforts in Guatemala. "I've had the chance to see the program in action in Guatemala, but I never knew about a lot of the things that have to get done for the program to work, so I'm looking forward to learning about those things, too."

Like Amara, 13 year old Naomi Meador Wright's initial passions centered on impoverished people in a world far from her own. After reading *Three Cups of Tea*, a book by climber Greg Mortenson that chronicles his life-altering rescue in Pakistan, Naomi was inspired to support Mortenson's commitment to build schools in the region. As she says, "I hadn't thought about the importance of education as a tool for peace. It suddenly hit me that ignorance and a lack of understanding are at the root of conflict."

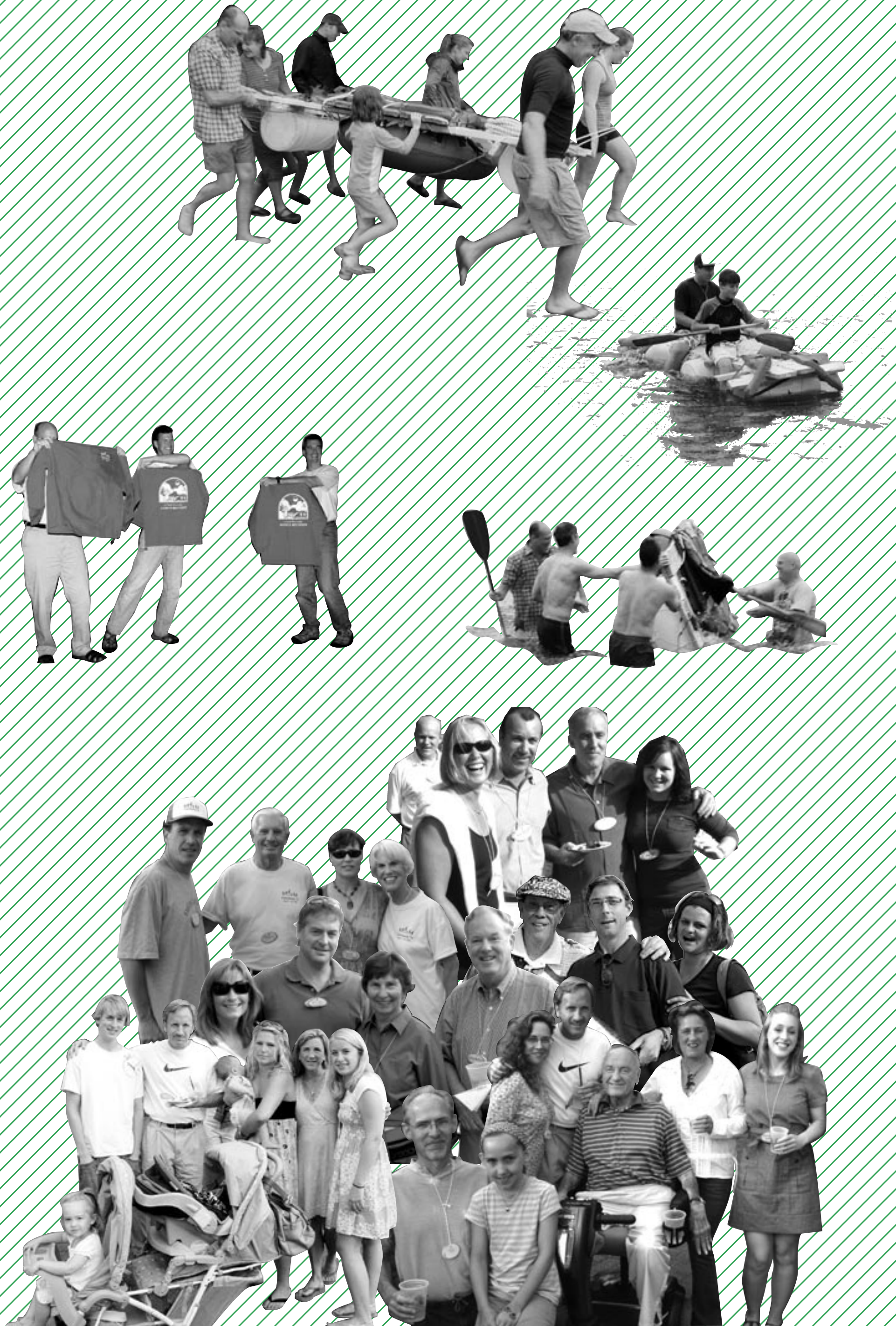
After researching Mortenson's organization, the Central Asia Institute, Naomi learned that it would be difficult for her to get directly involved with her grant. Because the organization purchases its supplies and materials locally, Naomi's initial idea of purchasing and packaging books and other resources was not feasible. In the end, Naomi's desire to become personally involved in her grant swayed her decision to use AYSP funds to address other passions in her own backyard.

Naomi is a doer, and she is quickly becoming a savvy grantmaker. She seriously considered awarding a local environmental organization the AYSP grant, but when the organization began emphasizing their business consulting work over their not-for-profit efforts, Naomi felt that it was no longer an appropriate candidate. In true Naomi fashion, she will continue to work with the organization to lead efforts in her school to persuade her peers and school administrators to adopt environmentally-friendly behaviors.

After months of analyzing options and researching organizations, Naomi ultimately chose a group that

Concinnity VI

# A Fun Time for All!



Concinnity VI: July 17-20, 2008



## New Surdna Board Member Tom Castro



### How did you learn about Surdna and decide to join the Board?

A fellow I met many years ago in Los Angeles called me out of the blue. He was running an executive search firm and told me about a client of his—a foundation—that wanted to add a member to its board. He didn't tell me the name of the foundation, but he told me about their work and that he thought I would be a good fit. I said I was intrigued because I had never been on a foundation board before. We met while I was on vacation in L.A. He gave me more information and called me to say that several board members would like to meet me in New York. I went out to visit them and was then invited to join the board. I'm the third non-family board member, and the first, I believe, to not know someone on the board before joining.

When I looked at Surdna's website, I realized that I am currently on the board of or was recently on the board of an organization that works in each of Surdna's program areas. My civic work lined up well with Surdna's work. I find it admirable that after all these generations, the family is still working as a unit to make the world a better place. I immediately liked the people and their work. In specific program areas, I serve on the board of ICIC, a group started by Harvard Business School Professor Michael Porter to research and consult for cities to strengthen the economies of their inner cities. Surdna has been doing this work in the

community revitalization area, too. I recently left the board of the EDF, which, like Surdna, was an early funder in the field. I've always been involved with and interested in the arts, and I am interested in Surdna's work to empower young people who have little voice economically and politically in their communities.

### How does your entrepreneurial background impact your work on the Board?

It's a wonderful group of people from all parts of the U.S., and one board member from Canada. I'm the only Texan so it's very interesting to hear perspectives from across the country. A few others on the board are entrepreneurs as well. I have a mindset to make things work and stretch a dollar. When an organization is young, you need to get a lot done with fewer resources and people. I approach potential grantees to evaluate them as I would look at a young business. I look for certain hallmarks of success: leadership strength, focus, and commitment to their cause. They need to believe they can do anything. That idealism and can-do spirit leads to great things. I value these things because I'm an entrepreneur and have started companies and nonprofits. I think the board found this background appealing and thought I could make a contribution to Surdna.

By Kim Kaupe

## The Undercover Philanthropist: BETS II

After securing a grant for Youth Communication, a youth-based program which produces a website and magazine written by and for kids in the foster care system, I was astonished by how far we had come in such a short amount of time. The Board Experiential Training (BETS II) board (for family members 18-24 year of age,) made up of me, Daniel Thorpe, Katrina Voorhees, and Tyler Pakradooni, had to go through a lot of dead ends before we found the yellow brick road.

With no guidelines to follow, BETS II had to find a way to dive into the foster care program looking for ideas to believe in and programs to help. The method we first chose was to become immersed in the program itself on a personal level, not simply from a grant-giving perspective. We would volunteer, tour organizations, anything we could do to get a foot in the door and meet with staff members and clients. We would be undercover philanthropists.

It seemed like a good plan at the time! But this plan proved to be a dead end after about two months. Three of the four board members sadly realized that the organizations they had selected were not what we had hoped. After realizing that our undercover grant giving was a bust, we had to work quickly to come up with a new idea. It was already July 2007, and we had grants to propose before the annual board meeting in January 2008. I was in New York City for an internship at the time. After the first organization I had selected at home in Florida did not work out, I was heavy hearted. But I marched into the AFF office full of hope and a desperate longing to find an organization to believe in but I had nowhere to start in a new city. Steve Kelban sat down with me, and together we compiled a short list of organizations AFF had worked with in the past to find a small program which would be a perfect match for the BETS II board. After a few more dead ends, we found our winner: Youth Communication, under the guidance of Executive Director Keith Hefner.

Keith explained that with the digital age upon them, Youth Communication's *Represent*, a magazine written for and by teens in the foster care system, was not enough. Keith wanted to produce a web site with more articles, interactive features and group boards. I loved the idea of a website that can be reached by so many, even those out of the magazine's circulation area.

After presenting this idea to the Andrus Family Fund in January 2008, I was overwhelmed not only to get their approval, but to hear their excitement. In retrospect, I am thankful that after so many failed undercover operations, we did succeed in finding a solid way for the BETS II board to help kids in foster care. All of us on the BETS II board are proud of how much we have learned throughout this process.

To learn more about the organization we finally chose—the light at the end of our long, dark tunnel—go to: <http://www.youthcomm.org/>.

### HELEN ANDRUS BENEDICT FOUNDATION

## Creative Elders Flourish in Westchester

by Barbara R. Greenberg, Foundation Manager  
Helen Andrus Benedict Foundation

As we write this, Kate Downes (board president) is traveling around the world with her husband and children. Carol Cardon is serving as interim managing director while Kate is away. Given Carol's passion for the arts, this Concinnity article seemed a perfect moment to focus on "creative aging" programs funded by the Helen Andrus Benedict Foundation (HABF). With the full support of all the Board members (Colby Andrus, Carol Cardon, Kate Downes, Josie Lowman, McCain McMurray and Fred Moon), HABF encourages many opportunities for older people to experience the joy of creativity.

Creating good places to grow old is the primary goal of the Helen Andrus Benedict Foundation. We define a good place to grow old as one where older people can continue to be actively engaged in the life of their communities and where their experience and talents are highly valued. Our grantmaking strategy is based on solid evidence. Results from ten years of multi-disciplinary research funded by the MacArthur Foundation indicate that strong social connections and a sense of purpose significantly boost the health and wellbeing of older adults. In addition, recently released research by Gene Cohn, M.D., Ph.D. of George Washington University shows that older people who participate in creative arts programs actually enjoy better health, make fewer doctors' visits, use less medications and score higher on mental health measures.

Courses are offered in Yonkers senior centers, elder housing communities and libraries. Last year, older adults painted familiar neighborhood scenes.

In this year's classes, they are making self-portraits, painting and constructing collages, and exhibiting their works in group shows to which their family, friends and the general public are invited. Westchester is also fortunate to be the home of many accomplished older artists. Complete with sounds of mellow jazz played by very cool older musicians, and a young photographer snapping pictures of the artists beside their works of art, the show opened with a gala celebration at the Greenburgh Town Hall, and then traveled to Andrus on Hudson for another full month. Nearly a thousand people of all ages enjoyed the exhibition.

Karen Sevell Greenbaum, curator, explained, "This is a multi-media show, and artists range in age from 55 to up into their 80s. Some are first-time exhibitors, taking the risk and putting themselves out there. And then there are the veteran exhibitors who have shown their work many times. We include only art created within the last five years, because we want the artists to keep creating. Each year we pose a thought-provoking question which is optional for the artist to answer. This year the question was: If this artwork could speak, what would it say? The answers are displayed with the title and artist's name next to the artwork, and this helps the viewer to understand what drives the creative process. Some of the statements are so powerful. They add a whole other level of understanding to the artworks."

## Why Creativity Matters

Creativity is a fundamental human activity. In our society, instruction in creative activities focuses on younger audiences, but ideally, it should continue into retirement.

Creativity is a key ingredient for healthy aging and should be encouraged. We have only to turn to history and observe that older artists live longer, healthier lives than non-artists. For example, Claude Monet, despite his poor vision, continued to paint great works until he was 81, Henri Matisse until 85, Georgia O'Keefe until 98, Pablo Picasso until 92, and Dame Lucie Rie created her pottery until she was 90. As a matter of fact, the older she got, the better the pottery became!

The list of older artists is endless. These artists are renowned, but there are many individuals who never received formal training and yet developed a creative skill in a particular medium. An excellent

example is Sir Winston Churchill, who started to paint at the age of 40. His best work dates from his 80s. Churchill defined the importance of painting when he wrote: "I know of nothing which, without exhausting the body, more entirely occupies the mind."

The beauty of creativity is that it takes so many different forms, many of which do not physically exhaust the body: drawing, painting, potting, writing, singing, floral arrangement, cooking, etc. (Gardening is amazing but it does make the back ache.)

Each of these activities makes time stop. The doer becomes so engaged in the activity that a new measure of time takes over. One enters a personal world of thought where one is guided by instinct and, sometimes, impulse. A vision slowly unfolds as one thought leads to the next and then, perhaps,

HABF also funds many other Yonkers and Westchester County programs that engage older people in contributing their time and experience to benefit their neighbors and neighborhoods. For example, with HABF support, Westchester older adults tutor children in public schools, advocate for new services and benefits for grandchildren raised by grandparents, and teach other older people about Medicare rights and benefits. As members of intergenerational teams, they walk their neighborhoods and report and monitor the repair of street-level problems like broken sidewalks, empty tree pits and graffiti. Intergenerational teams transform derelict vacant lots into neighborhood gardens and gathering places, advocate for affordable housing and better routes for public transportation, cook traditional recipes and sit down to enjoy meals together, and plan arts festivals and events highlighting their neighborhoods' history and diverse cultures. HABF also funds leadership training programs for older adults, as well as campaigns to recruit volunteers for community programs.

Older people are vital contributors to our Westchester neighborhoods, and they are making a real difference in the quality of life for both young and old. When you visit Westchester County, we'd be delighted to introduce you to some of our grantees and the older adults who are helping to make Westchester a good place to grow old (as well as a good place to grow up).

by Carol Cardon, Board member of Helen Andrus Benedict Foundation

an unexpected spark will ignite the creative act taking it in a new direction. That is the excitement of creativity, and it is within everyone's reach. Learning a new creative skill with persistence leads to accomplishment. The process keeps one focused both inwardly and outwardly, in a positive manner, thus aiding healthy aging.

For many older people, whether the creative activity has been long-established or one discovered later on in life, what matters to them is that it is one that keeps them going. Being creative keeps people engaged and generates excitement.

It is never too late to start. As Churchill dreamed, "When I get to heaven I mean to spend a considerable portion of my first million years in painting, and so get to the bottom of the subject."

## JULIA DYCKMAN ANDRUS MEMORIAL

# We Keep On Rollin' Along: Another Year of Growth

By Kevin Cook, Director of Development

Like "Ol Man River," your Andrus Children's Center keeps moving forward, rollin' along, and encountering some white water and some tranquil pools along the way. In the last year, we've seen some exciting visions take form and new opportunities to serve children and families keep arising around the next bend.

October of last year saw the completion of the most recent merger to strengthen and expand the Memorial's mission to serve vulnerable children. Family & Community Services, Inc., a highly regarded social service agency based in Eastchester, NY, brought its award-winning Eastchester Child Development Center (ECDC) and an energetic after-school program to our menu of services for families throughout Westchester County. The ECDC suffered a small electrical fire the week before Christmas, but community resources rallied, and we are now ensconced in a local church's educational building for the foreseeable future. Andrus' expertise with mental health and social work concerns are already benefiting the dozens of local families who claim these programs as vital to their families' strength and stability.

In the wake of tragedy comes hope. That message is at the core of the JDAM's work with emotionally ill children, and we see it demonstrated daily.

At the conclusion of the November 2007 Board of Directors' meeting, current and emeriti members gathered at Griffith Hall, campus home of the children's diagnostic center and health services, renamed by the Board in May 2007 for our honored Chair of 31 years, Dr. Lawrence S. C. Griffith. Our sad purpose was to dedicate a tree to honor Dr. John G. Griffith, the husband of Andrus Family Fund (AFF) board member Liz Wilson, and second son of Ann and Larry Griffith. In keeping with the AFF's tradition of planting apple trees to celebrate each new board and staff member, a flowering crabapple tree was planted in John's memory. Liz shared thoughtful words of comfort and appreciation, and Larry thanked his board colleagues and friends.

John's tree bloomed this past spring, a reminder of the heritage of care and the family connections that bind us all.

November 2007 also saw the publication of the ACLI (Andrus Center for Learning and Innovation)'s first book: *Loss, Hurt and Hope: The Complex Issues of Bereavement and Trauma in Children*, edited by the Memorial's director of policy, planning and research, Lorelei A. Vargas and Sanctuary, creator Dr. Sandra L. Bloom. This engaging collection of articles from our Sanctuary conference, five-day training programs for hundreds of childcare workers from across the country, offers a vision of how the Sanctuary model of treatment can help the vulnerable children among us.

Speaking of Sanctuary, we're delighted to announce that this year saw the addition of signed contracts with agencies in Pennsylvania, Sanctuary presentations in Scotland and Washington D.C., and a packed-house presentation at New York University for New York State officials and agency heads. In years to come, you will hear that Andrus Children's Center is the nation's leader in therapeutic care for children!



Ribbon cutting at Renovated Benedict Hall



Ham Pakardooni, Liz Wilson, David Earley at dedication of a tree to honor Dr. John G. Griffith.

We continue to benefit from the committed interest of Andrus family members who serve on our Board of Directors: Dr. Philip Andrus (NYC), David Earley (Ohio), Dr. Lawrence Griffith (Baltimore), Ham Pakardooni (New Jersey), and Dr. Richard Thorpe (Minnesota). These cousins offer business acumen and professional advice, support generously and encourage others to do so, provide entry to foundations and funding sources, and keep the founder's vision of serving 2,000 children alive. A growing number of other family members from around the country support our work each year, choosing to support a myriad of activities: the ambitious \$4 million Cottage Renovation project, the refurbishing of the old campus greenhouses, the annual GOLF FORE KIDS outing, and, most recently, the John Gorman Griffith Memorial Fund that supports the medical center on campus. Peter and Kelly McGee of Westport, CT, selected portraits of John Emory and Julia Dyckman Andrus and had them beautifully framed for presentation to the Memorial. The descendants continue to keep the family flame aglow.

May 2008 came the excitement of a promise realized! After almost ten months of dormitory living in the McGee Hall recreation room, 15 adolescent boys cut the ribbon, let the balloons soar, and marched into newly renovated Benedict

Hall. The state-of-the-art fire and safety systems, the handsome new wall, floor and ceiling surfaces, the designer fabrics, and teen-proof furnishings have all been tested and judged superior. And the ACLI's stunning new training center and offices now occupy the old mansion's basement and Mrs. Benedict's four-bay garage. Now, on to Bourne Hall.

The Julia Dyckman Andrus Memorial sits just over the ridge from the beautiful, always moving Hudson River. As placid as that river generally appears, a summer storm or Arctic blast can challenge those who would cross it by boat or on a bridge. In spite of occasional upsets, the river keeps flowing, keeps moving, keeps stirring things up.

That's what we do at the Andrus Children's Center. We reach out to rescue children who feel like they are drowning and feel powerless against swift currents and hidden shoals. With your continued help and encouragement, and with the finest professional staff and expertise, we will keep on helping children navigate the oft-times rocky river of life, keeping their eyes on a safe harbor, a Sanctuary, a promise of hope. Join us in this vital work. What could be more important?

## ANDRUS ON HUDSON

# AOH Update

Andrus on Hudson (AOH), a majestic skilled nursing facility and retirement home in Hastings-on-Hudson, New York, was founded in 1952 by Helen Benedict in memory of her father, John Emory Andrus. Helen Benedict oversaw every aspect of the creation of the main building and the landscaping of the surrounding 28 acres. Her impeccable taste is clear in the large public spaces of the main floor, and in the elegant grounds that overlook the Hudson River and the Palisades.

Only a small percentage of the formal gardens remain today as the landscaping staff is now only two men. George and Robert Speno have been beautifying Andrus for 36 and 29 years, respectively. Their devotion to Helen Benedict's vision and the work they accomplish are obvious to every visitor entering the broad drive flanked by rhododendrons and mature trees. The variety invites visitors to stroll.

In spring 2008, George Speno took a group of newer residents on a tour of the grounds and distributed a list of all the trees he had chosen to discuss. Each tree now has a number so visitors can do their own tour. A generous donation from The Helen Andrus Benedict Foundation in memory of Judy Andrus Moon Aubry was used to purchase and plant four kousa dogwoods in front of the home's entrance. They were in full bloom this past spring and provide much pleasure for the residents.

The home itself remains a testimony to post-war building techniques. Two years ago, the administration embarked upon major improvements to the heating system, renovation of the four residential floors and repairs of leaks, exterior walls, roof and windows. Work is ongoing. This over 66-year-old structure has held up well, but now needs a facelift.

The true beauty of Andrus on Hudson, however, is found in its 232 staff and 195 residents. Executive Director Betsy Biddle and her staff have brought this institution new energy through their dedication and energetic recruiting efforts. Despite the frightening setback of Andrus on Hudson being put on the Berger Commission list in January 2007, Betsy maintained an active admissions policy—never withholding the information that the Berger Commission wished to change our status from skilled nursing facility to assisted living. Applicants chose Andrus fully aware of the status.

Backed by the Board of Trustees, consisting of many Andrus family members and four professionals in the field of gerontology, Betsy and a strong legal team presented our case in federal court. Throughout this difficult eighteen-month period, Betsy was also aided by Surdna's financial officer, Marc de Venoge, our Board Chair, Josie Lowman, and the rest of the Board. She kept in constant communication with all concerned. The staff remained loyal. The residents and their family members stayed calm. Admissions did not lessen.

As of July 16, 2008, Andrus on Hudson remains a 197-bed skilled nursing facility. After a long battle, the federal court concluded in favor of AOH and recommended that a preliminary injunction prohibiting the New York State Department of Health from taking any further steps to implement Berger Commission recommendations remain in

place. This is fantastic news for AOH. The next legal battle will seek a permanent injunction against the Berger Commission recommendations. For now the legal team is satisfied enough with the circumstances of our pending battle to move forward with plans to improve the structure and programs and create a chapel.

Who are the residents, and how long have they lived at Andrus on Hudson? There are 166 women and 29 men. Most of the residents used to live in Yonkers and the Westchester area. Most of them are quite elderly; the average age is 90. Five residents are more than 100 years old. Ten percent of the residents have been living at Andrus for more than 10 years. Thirty percent have been living at Andrus for between two to five years. Forty percent of the residents have come to Andrus since the institution was put on the Berger Commission list on January 1, 2007.

In the past four years, two orders of nuns (from the Ursuline and Congregation of Notre Dame orders) have retired to Andrus. The sisters have invigorated the spiritual life of Andrus. Four priests ensure that there is a daily mass in the auditorium or the living room. Other Catholic residents also attend.

Andrus residents keep active physically and intellectually. They can attend a physical therapy class twice weekly in which therapists helps the residents use different exercise machines and encourage them to come and work out at other times. Many love to sit in the sun in front of the building in comfortable garden furniture that Helen Benedict acquired (as solid as the architecture). Others take daily walks on cement paths that lead into the garden or to the gazebo on the other side of the building.

There are various art classes, such as painting, clay and crafts, throughout the week, and many concerts by visiting musicians. Residents can view movie classics multiple times per week. People regularly bring their dogs to visit the residents in a program of pet therapy. Wednesday night is game night (bingo, black jack, large-letter crossword). Two libraries offer regular and large-print books.

There are kitchens and small dining rooms on each floor, but residents usually take their meals in the large dining room on the main floor. The summer months welcome barbecues and outdoor garden bistro nights. Residents are actively involved in ensuring the variety of the meals. We also celebrate all holidays with much fanfare.

The residents delight in meeting Andrus family members. They are very proud of their home and all that Helen Benedict did to make the environment one of security, serenity, and healthy aging. We encourage all Andrus family members to come visit. Many of the residents know more about John E. Andrus than actual family members, and they love sharing this knowledge.

I am happy to say that life is going well at Andrus on Hudson. Bravo to Betsy Biddle and all the staff. Cheers to the residents who have remained steadfast. Helen Benedict would be proud.

By Carol Cardon, Board member of Andrus on Hudson and Helen Andrus Benedict Foundation



From the top: Art Studio; Mardi Gras; Valentine's Fitness; St. Patrick's Day



## SURDNA FOUNDATION

## Surdna Goes Green



In 2007, the Surdna Foundation, prompted by former Program Director for Environment, Hooper Brooks, started the Green Team, an internal initiative to make the foundation more environmentally sound and promote staff and board education. The Green Team is a 10-person committee of staff members, started by Ivette Delgado, Program Assistant for Environment. The co-chairs are Kim Musler, Program Assistant for Nonprofit Sector, and Stefania Vanin, Program Assistant for Effective Citizenry.

"Our first issue was carbon offsetting. There was real agreement among the staff that we needed to do this given how much travel we do. As a leader in environmental funding, we needed to start walking our talk. The Green Team is an internal program right now, but we hope to collaborate with other organizations. The board has given us very positive feedback," explains Stefania.



Trip to NY Sun Works Sustainable Science Barge

Their first endeavors have been carbon offsetting, a field trip in August 2008 to the NY Sun Works Sustainable Science Barge, and a September 2008 movie screening of *Burning the Future: Coal in America* and discussion with director David Novack. "This is a sizeable initiative," says Stefania. "One track is on-the-ground investigating of what Surdna can do to become more environmentally sound both in our office and when we travel. The parallel track is the education component, tackling issues that we're not necessarily doing grantmaking in."

The Green Team's first newsletter was published online in July 2008. They have also created a password-protected website, Surdna's Greenpage, which includes information about Surdna's efforts to become more environmentally friendly in the office, recommended reading, green film recommendations, and current news in the field. Family members who would like to learn more about the initiative can send an email to greenteam@surdna.org.

## Surdna's New Environment Program Director: Sharon Alpert

In February 2008, Sharon Alpert was appointed to the position of Program Director for the Environment at the Surdna Foundation. She joined Surdna in 2004 in the Environment program after working at the Ford Foundation in Community and Resource Development. She succeeds Hooper Brooks, who led the Environment program for 16 years.

"I have the utmost respect for Hooper and the program that he and the Board created. The Environment program is one of Surdna's signature programs. It's known amongst our colleagues for some of the most innovative work in the field over the years. Continuing our leadership in the field with cutting-edge grant making is very important to me. Issues of sustainability and sustainable communities, that have been core to the program for many years, are starting to be very ripe ideas in the world now. There's a window of opportunity opening for us to have an even greater impact. Many leaders in the field—from policymakers to non-profit organizations—are now looking to replicate a lot of the models we have helped create and are even more responsive than ever before to new and creative solutions."

Sharon's background at Ford, combined with her work with both environmental and community development organizations, and her work in the private sector at a financial software firm that was an internet start-up, made her an excellent fit for Surdna. "Surdna was a strong partner and the consummate collaborator when I was at Ford. What drew me here was that same passion in terms of grant making and the personality of the foundation—a strong sense of the connection between the social and economic conditions of people's lives and environmental sustainability and a strong commitment to treating people fairly. It felt like a perfect fit for me here at Surdna from the first day that I met the staff and the board."

The passion of her career, she explains, has been to strengthen and strategize ties across the intersecting issues of the environment and people's livelihoods. She's an environmental economist by training and has dedicated much of her career to addressing the inherent tension that exists between the environment and the economy and to advancing policies and practices that protect the environment without harming people. "Thirty years of environmental regulations have proven that our economy can thrive while we simultaneously protect



the environment, improve peoples lives, and reduce social inequities There are win-win solutions and the urgent need to find them has never been greater—neither has the opportunity for innovation."

In 1999-2000, Sharon spent nine months traveling (after extending the original one-month plan) through Southeast Asia. "The real highlight was that I spent some time in a refugee camp at the border of Thailand and Burma with Karen refugees, ethnic Burmese. Getting to understand the complexities of the struggles of people in this area of the world was incredibly eye-opening for me and taught me many lessons I take back to the work. I think people often assume that when people are in crisis that they don't look beyond the problem in front of them. I spent time with kids who, on the one hand, had no opportunity in front of them with makeshift schools and a hard future. But, at the same time, they could play and see a better future for themselves. They had resiliency."

Sharon is honored to take on her new role at Surdna and looks forward to the challenges. "I think Surdna's greatest strength is our ability to be a network facilitator across philanthropy and across different fields and different constituencies. We look at problems from multiple vantage points that cut across traditional silos in philanthropy, government, the non-profit, and the private sectors. My vision is to capitalize on that even more and to focus and strengthen our work on issues that demonstrate that interdependence. It's important for leveraging our resources and increasing collaboration in the field as well and critical now as Surdna works to address some of the greatest environmental challenges of our time."

## SURDNA FOUNDATION

## Justine Koch: Surdna's New Assistant Controller



Justine Koch joined Surdna as the Assistant Controller in July 2007. But there's much more to her than her expert ability to keep Surdna financially sound. Mother of four (a college sophomore, a fifth grader, and twins in kindergarten), ballroom dancer, serious cook, tennis player...she does it all.

What she does for Surdna is to help Chief Financial and Administrative Officer Marc de Venoge with accounting, investment work, audits, prepping Board financials, and other finance-related tasks. She's the first Assistant Controller in the history of Surdna. Justine came to Surdna after 13 years at the Altman Foundation. Justine was excited to join the staff because she has known Marc for a decade through her work with the Foundation Financial Managers group. She had always been impressed by him and says that "most of our peers are impressed by how Surdna's endowment and asset value has increased in the last decade. The market values for Surdna have gone up so everyone wants to talk to Marc about this."

Justine first learned Marc was hiring while having lunch with him and her then-boss at Altman. She called him after the lunch to ask if she could apply for the job. Though she had been at Altman for 13 years and was able to work a 4-day work week there, she felt it was time for a change. Working for Surdna is an exciting new challenge, even if it means returning to a full-time work schedule. "It was hard to change, but you never have enough time. Life is too short. It's exactly what I expected here at Surdna. Marc is a pleasure to work for, my co-workers are easy to work with and very considerate, and it's a quiet environment for me to look at numbers most of the day. I'm very happy I made the change."

## A Renewed Commitment to New Orleans

by Jennifer Kasoff

Surdna has long been an active grant maker in New Orleans, through the community revitalization and arts programs. But the devastation of Hurricane Katrina in August 2005 brought the needs of New Orleans to the forefront of Surdna's concerns. This year, Surdna created a special fund of \$1 million per year for cross-program grant making in New Orleans, after more than two years of involvement and evaluation of the needs in New Orleans. The goal of this new program, according to a summer 2008 working paper, is "to advance the efforts of New Orleans residents, particularly those from historically excluded or disadvantaged communities, to inform, lead, and affect change so that the New Orleans region is rebuilt in a manner that preserves racial and economic diversity, promotes sustainability, provides economic opportunities to low-income residents, and supports the artistic integrity of New Orleans."

The history of this new program begins right after the hurricane struck. "We provided extra support to our existing grantees to help them get back into the city and replace what they lost. In December 2005, it was clear that this was a huge, huge tragedy for America. It was devastating for low-income residents and communities of color in New Orleans. The city is a rare cultural gem for America. I went down and met with grantees and the Greater New Orleans Foundation. I came back and was overwhelmed. It was a total mess. People were fighting so hard to bring back their city," explains Kim Burnett, Program Director of Community Revitalization. In spring 2006, former Surdna President Ed Skloot went down to New Orleans and that summer, staff members and board members visited, too.

The need was clear. Surdna chose to make a significant investment in the rebuilding of New Orleans, one that cuts across program areas. Through Surdna's strong relationship with the Rockefeller Foundation, Surdna was able to recommend a former Surdna staff member, Carey Shea, to lead Rockefeller's efforts in New Orleans. Her presence was instrumental in completing the Unified New Orleans Plan, a way to structure the recovery of the city and receive federal money.

After visits by staff and board members, says Burnett, Surdna decided it was time "to be part of the long-term solution for New Orleans. In September 2006, we added New Orleans as a target site for the Community Revitalization program. We started to help the Greater New Orleans Foundation with a community development program. Together with Rockefeller and the local foundation, we put together a \$25 million national Community Revitalization Fund to support housing and community development from a consortium of national and local funders. The Fund supports high-capacity, mixed-income housing, both new and rehabilitated. Because the Fund is national and we meet quarterly, we are facilitating national funder participation and

commitment to the city of New Orleans. We're finding opportunities to build synergies off of each other's efforts. The remainder of our grant making in Surdna's community revitalization program is complementing the efforts of this Fund by providing capacity support to nonprofits doing the housing development to make them stronger organizations."

In October 2007, at a foundation-wide meeting of program staff, Surdna asked the question: Is there an opportunity to do more now, two years post-Katrina? Says Kim Burnett: "We put together an all-program staff site visit to New Orleans and included two board members, Jocelyn Downie and David Grant. We saw the impact and size of devastation in the city. We met with people working in all of our program areas and went on site visits."

Soon after that visit, Surdna created a fund called the Special Initiatives Fund. As of May 2008, the fund has \$2 million per year, with \$1 million allocated to work in New Orleans. This does not replace existing grant making, but allows Surdna to identify work that crosses all program areas. Proposals are on an invitation-only basis for one year of funding. The goal is to make start-up investments, with a focus on local leadership and organizations. Beyond money, this fund also supports new initiatives in many ways, including technical assistance, capacity building, and outreach efforts with local and national foundations.

Burnett chairs a working group across the program areas, including a board liaison. During summer 2008, the working group met to create a program framework and grant making strategy in order to be up and running by fall 2008. This October, staff and board will again conduct an all-program site visit to New Orleans.

"What we found in common across all our programs," according to Burnett, "was the strong need to ensure resident engagement and participation in rebuilding efforts to ensure the city was rebuilt in a manner that was equitable, sustainable, and reflected the unique cultural and artistic voice of New Orleans. Prior to the storm, deals got made and things happened because of who you knew. It was all about access. There was no formal resident participation process in city government. Residents rose up after Katrina and took a stand and said 'I care and want to be involved with rebuilding and you have to take us into account.' There is a new sense of engagement that was not there before. We want to foster and support that. We're really excited about this. Never in the history of Surdna have all the programs worked together on an issue," says Burnett.

## AFF: Reflections on Board Service

by Carra Cote

For so many of us, the days fly by, and we don't always stop to think about our personal accomplishments and challenges, or our role in an organization and whether it was successful and fulfilling. Of the many lessons I learned through participation on the Andrus Family Fund (AFF) board, the unusual opportunity to learn about philanthropy, family, and self stands out the most.

Under the thoughtful Surdna direction over eight years ago, the eight founding AFF board members set out to get to know each other (some cousins were strangers!) and to define the program areas in which they would focus their philanthropic efforts. Today, as it was after the first meeting, AFF grant making focuses on Foster Care to Independence and Community Reconciliation.

The founding board also defined a framework to guide grant making: William Bridges' "Transitions" theory, which, at its simplest level, states that moving positively and productively through a period of change means recognizing and addressing the emotional and psychological effects of the change process. I am deeply grateful to those original members for their foresight, their passions, and, ultimately, their desire to slow down and really learn about social change. Moreover, without the extremely capable leadership of Steven Kelban, Executive Director of AFF, we would have lost something along the way.

In 2002, I joined the Board as one of the final members to complete the group at twelve. (The board is structured so that members serve for 1 or 2 three-year terms and rotate off.) During the next few years while rotation was quiet, we evolved in our approach to grant making, our relationships with each other, and our understanding of philanthropy. Many of us had never served on a philanthropic board before, let alone evaluate a social investment opportunities and distribute millions to effective nonprofits.

Fast forward to 2008, and the accomplishments are quite amazing. AFF has a room of fresh faces (no founding members are still serving) and has had representation from nearly every Andrus family branch. We have awarded \$19.5 million in grants to date. The program distribution has been relatively even, with foster care grants at 51%, community reconciliation at 48%, and cross-program grants rounding out the total.

Through our grants, we have honed indicators for success and have helped support the development of a tool to evaluate the Transition theory within the foster care portfolio. We have been fortunate to have a great team of staff members leading and supporting our collective work. Many of us have taken our experience beyond the meetings to larger connections within the family and within our communities.

As I sit in the twilight of my board service, I am struck by my acknowledgement of the transition within myself. I will rotate off in September 2008 (along with Peter Voorhees), and as I look ahead, I am excited that there will be nearly annual opportunities for other family members to serve and contribute. The program areas continue to be refined, with especially interesting new opportunities in the Community Reconciliation portfolio and efforts to define and evaluate complex, nebulous social issues. The annual Grantee Conferences are terrific opportunities to learn about the program areas. The hands-on experience in grant making—while working with cousins—is truly unique.

My grandmother, Julia Thorpe Cote, used to tell me and my cousins: "A life without color just isn't worth living." Were she with us today, I know that she would agree—AFF has a whole lot of color.

## Jill Williams: From Grantee to Program Officer

by Jennifer Kasoff

Jill Williams joined the Andrus Family Fund (AFF) as Program Officer in September 2007 after completing her work as the Executive Director of the Greensboro Truth and Reconciliation Commission, a former AFF grantee. The move from grantee to program officer has been a smooth one for her, even though she was a bit wary about the move from North Carolina to New York City.

With her professional background in community reconciliation, she couldn't pass up the opportunity to be at one of the only foundations in the country that funds community reconciliation work. "Working with communities to help them figure out how to address conflicts and injustice in proactive and collaborative ways is what I do. It's exciting to be able to use my experience to help other communities around the country. I am also gaining experience in the foster care system, AFF's other grant-making area."

Leaving her native Virginia and North Carolina behind made for a rough first winter in New York City. But warmer weather, time to settle in to her new job, and spending time with friends from college and work has helped her feel at home. "Social circles move differently in New York. In a smaller place, people with common interests gravitate toward each other. But here, there are interesting people around every corner, so you never know who you will meet." She lives near Fort Tryon Park and enjoys running there and along the Hudson River. As an amateur photographer, she is also enjoying exploring and capturing images of the city's various neighborhoods and people. Though she feels more settled in New York City, she misses her toddler nephew, her sister's son, who lives in Pulaski, Virginia.

As Program Officer, Jill works directly with grantees and potential grantees "to help them from the beginning to understand our program areas and the transitions framework and what their project might look like." She also visits grantees to help them think through the issues at stake. Before coming to AFF, Jill completed her undergraduate degree in religion at Davidson College and then joined the college's staff as the assistant director for the Programs for the Theological Exploration of Vocation. In that role, she created programs to help students, faculty and staff explore how they find meaning in their work. At the same time, she was getting a master's degree in conflict resolution at Antioch University and conducting oral history research for the Museum of the New South in Charlotte, North Carolina.



After finishing her master's degree, Jill worked as a mediator in the criminal court system in Cabarrus County, NC. She had also recently learned about the South African Truth and Reconciliation Commission and thought seriously about moving to East Timor to volunteer with the truth commission there. Before taking that big step, she learned about the position with the Greensboro program and applied. "I was 26 and they hired me as the executive director. I had a unique combination of experiences to bring to the role."

The job proved to be a very rewarding one. "We were examining an event that happened in 1979 when Klansmen and Nazis came in and disrupted an anti-Klan demonstration. They killed five demonstrators and wounded ten others. This was caught on camera by news teams. The police department was nowhere to be found. State and federal courts with all-white juries found the white supremacists not guilty. Twenty years later, the community was still struggling and some wanted the truth to come out about the event. They recognized that issues of police-community relations and other issues of institutional racism were preventing improvement in this area, related to the 1979 event. We interviewed 200 people who had various connections to the event, some of the shooters, demonstrators, residents of the neighborhood, police officers, judges, jurors. Fifty-four people spoke at three public hearings. We released a 500-plus page report that included our findings about the event and its context and recommendations for the community to move forward and acknowledge what had happened in the past. Since then, communities across the country have been interested in this as a model."

Jill's professional experience and time as an AFF grantee make her a wonderful addition to the AFF staff.

## AFF: New Board Member, Stephanie Andrus Cardon

*In September 2008, the Andrus Family Fund (AFF) will welcome a new board member, fifth-generation cousin Stephanie Cardon, 29. Speaking from her home in Paris, France, Stephanie was happy to share her excitement about joining the board and her motivations. By profession, Stephanie is a photographer, and she will begin an M.F.A. (Masters in Fine Art) program in Boston in the fall of 2008.*



### Why did you choose to get involved?

My mother, Carol Moon Cardon, has been involved with Andrus-on-Hudson for a couple of years, and over time, I've heard much about the family foundations through her, my uncle Fred Moon, and my grandmother, Judy Moon, who was very dear to me. When Thomas Kelly, a cousin my age whom I knew personally, joined AFF, I began paying closer attention to what younger family members were contributing. I realized AFF was conceived partly as a learning platform and that experience in family philanthropy wasn't a prerequisite. Involvement suddenly seemed possible and no longer just the responsibility of my parents' and grandparents' generations.

The deciding factor was the nature of AFF itself. Its website was very thorough and I was impressed by the diversity of grantees. AFF came across as a dynamic, open-minded organization with principles I agreed with. I don't have any direct experience with the issues in which AFF takes interest, but, for instance, Community Reconciliation, touches on concerns I am very aware of having

lived in different countries. There is enormous wealth to be gained from growing up in a bicultural and bilingual way (in my case France and the U.S.). It nurtures an openness to others and an acceptance of difference. But it also tends to position you as an outsider, as someone people look upon with a mixture of curiosity and wariness.

Ultimately what sealed my decision was the foundation's transition framework. I had never heard of either William Bridges or his ideas but suddenly was able to see a pattern in the transitions I had experienced all my life: moving to France from New York at age 7, changing schools every few years and having to make new friends, leaving France for England at 15, leaving England for the U.S. at age 20 and so on. Like many people, my life has been one of change and adaptation. The three phases Bridges describes mirrored my own experience so precisely that I felt I might grasp the nature of the projects AFF was funding and that, having lived through some instability myself, I might have something to contribute.

### What are you looking forward to the most about joining the AFF board?

Meeting and collaborating with family members who come from varied professional and personal backgrounds—working on projects as a team—sharing ideas and discussing issues that are new to me. I'm very excited to learn more about what the grants will be affecting and helping. Until now, my experience with grants has been on the grantee side, so I know what a huge difference getting financial help from an organization can make. It will be stimulating to see it from another perspective. Since I agree with the concept of transition, I look forward to learning more about it and how to apply it to a variety of structures and situations.

### What drove you to want to join the board?

Living abroad for so long, I've become a little estranged from our larger family in the U.S., so with my move back across the ocean, it seemed timely to plug back into what the family is doing. Also, as an artist, most of my work is self-motivated and intensely personal. Working for AFF provides an opportunity to participate in projects that will impact others in a very concrete way and take me beyond my own set of concerns and interests.

### Where will you be based in the fall?

In Boston. I chose to attend MassArt because the professors there are phenomenal photographers and artists that I respect enormously. An M.F.A. in Photography is the highest degree you can get in the field. It pushes you further critically and technically and gives you the necessary qualifications for teaching at a university level. Except for a brief stint at ICP in New York eight years ago, I have never attended school in the U.S. Moving back and beginning studies again will be another big transition for me personally.

# Update: Andrus Family Fund

by Carra Cote

During the past year, the Andrus Family Fund (AFF) board and staff have been busy. In addition to making \$4 million in grants, we have held three informative mini-conferences. Two were regionally focused on the foster care portfolio, and one was called Transitions in Remembering History. Staff and board members worked with consultants to evaluate further our Community Reconciliation strategy. A few board members attended Surdna board meetings to share our experience and report on our successes.

Given that our board is steeped in the theory of Transitions, this AFF update wouldn't be complete without the acknowledgement of significant changes during the past year. In September 2007, the final remaining founding members, Kelly Davenport Nowlin and Shari Wilson, rotated off of the board. Both were engaged and thoughtful leaders, and they are missed. We also said goodbye to Sabena Leake, who had served as the AFF Program Officer since 2002. Sabena was an insightful and talented staff member; we wish our friend all the best in her new consulting endeavor.

With these changes came new opportunities, of course! The Board added three new members, Jennifer Pakradooni, Hans Miller, and Rick Boger-Hawkins. Each has already made a significant contribution to the culture and capacity of the Board. Finally, we also added Jill Williams to the program team. Jill brings tremendous experience to her role, having previously worked in Greensboro with the Truth and Reconciliation Commission (an AFF grantee) as executive director.

I know the board and staff are eagerly looking forward to the challenges and connections that lie in the year ahead!

## RICK CHARLES JACKSON

January 19, 1953 – June 16, 2008

We are very sad to share the news that Rick Charles Jackson, husband of Julia Wear-Jackson (nee Williams), passed away June 16, 2008 after a long battle with brain cancer, at the age of 55. He is survived by his wife, Julia; son, Mark; daughter, Kristin; step-son, Peter; parents, Ruthann & Jerry Jackson; brother, Mike; and sisters, Cathy, Janet, Judie, and Joanne. He was an avid boater, bird watcher, and lover of the outdoors.



# Andrus Family Board Members

### Andrus Family Fund

Davis M. Benedict  
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Rick Boger-Hawkins  
Angela P. Earley  
Annika L. Hawkins  
Thomas M. Kelly  
Michael Klass  
Hans B. Miller  
Jennifer L. Pakradooni  
Laurie Davenport Stavisky  
Elizabeth M. Wilson

### Andrus-on-Hudson

Colby Andrus  
Carol Cardon  
Kathryn Downes  
Josephine B. Lowman  
McCain McMurray  
Frederick F. Moon III

### Helen Andrus Benedict Foundation

Colby Andrus  
Carol Cardon  
Kathryn Downes  
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McCain McMurray  
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Thomas Castro  
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Josephine B. Lowman  
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Edith D. Thorpe

**Andrus Family Philanthropy Program**  
330 Madison Avenue, 30th Floor  
New York, New York 10017

Let us know what you think about our newsletter or submit ideas for the next issue!

**Help us update the family database. Please send your email address to us at [info@affund.org](mailto:info@affund.org).**

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