

NATIONAL CENTER FOR FAMILY PHILANTHROPY



PRACTICES

IN FAMILY PHILANTHROPY

Sustaining Tradition

THE
ANDRUS
FAMILY
PHILANTHROPY
PROGRAM

NATIONAL CENTER FOR FAMILY PHILANTHROPY



SUSTAINING TRADITION:
THE ANDRUS FAMILY PHILANTHROPY PROGRAM

by Deanne Stone



FOREWORD

Over the life span of a family foundation, the greatest challenge is to ensure that the work is relevant and meaningful to both the family and their communities of interest. This means that a family's passions must be clearly expressed through their foundation's work and the communities the foundation serves must be tangibly better off from their relationship with the foundation.

Failure to meet this challenge is costly. Philanthropy that is not meaningful to both the family and the beneficiaries creates a diminished return on the society's investment in the power of private dollars to foster change for the greater good. This is a cost we can not afford. Therefore, those in the field of family philanthropy must always seek ideas that create the opportunity for families to grow, learn and connect to the work of their foundation and for communities to directly benefit from such efforts.

Over the life span of a family foundation, the greatest challenge is to ensure that the work is relevant and meaningful to both the family and their communities of interest.

It is the mission of the National Center for Family Philanthropy to nurture and support families as they work through the challenges inherent in family philanthropic activities. The National Center provides guidance and nurturance in many ways, ranging from seminars for large groups to individual hand-holding, from resource referral to resource creation. The National Center has elicited the story of the Surdna Foundation to provide the field with an understanding of how one foundation has grappled with the challenge of becoming more relevant to the family that created the organization and to the communities the foundation serves.

Through *Sustaining Tradition* we gain insight into how the Surdna Foundation embraced the challenge of engaging a very large, geographically dispersed family in the mission of the foundation, to benefit not just the foundation but all family

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programs to engage all branches and younger generations of the family in Surdna's work and to connect the extensive family through communication. Through extensive committee work, board discussion and family convenings, the board realized their aspirations were broader than originally conceived. There was a strong interest in promoting more than discreet opportunities for family involvement in the existing philanthropies. The Surdna board came to understand that the goal of their work was to foster a passion for public service amongst their family members, be it with the family philanthropies or in their own home communities. This realization quickly became the motivating thrust of their work.

Surdna now promotes a network of activities to engage the family in educational activities, community service and family philanthropy. No one activity is deemed more valuable than the other and all provide a means to connect family members through the tradition of service and commitment to community improvement. Service on the Surdna board is now seen as one of many equally important ways for the family to unite and pursue public service work.

Often the discussion around issues of succession and family involvement becomes oversimplified, so that we ponder how to inculcate outside family members into our board traditions, philosophies and work. Surdna has dramatically altered the nature of this conversation. Their conversation centered around the notion that public service beyond the grantmaking activities of a foundation has the power to unite a family.

Surdna has highlighted the best attributes of "family," the best of "philanthropy," and created a very unique and powerful family philanthropy program. They took on the challenge of making their work more relevant and in the process have created a program that epitomizes the essence of family foundation work.

I encourage anyone connected to family philanthropy activities to read this monograph as a means to discover a new way of conceptualizing questions surrounding succession and family inclusion. *Sustaining Tradition* highlights in a most potent way what we are all trying to do in this field: connect with our family and in the process bring valuable resources to bear to effect positive change in our communities. By sharing this journey, the Andrus family has empowered the rest of us in this field to face the challenges that come with engaging in family philanthropy so that we may grow closer as families and contribute more productively to the issues we care about.

The board and staff at the National Center for Family Philanthropy hope this story inspires many to think creatively about how to foster positive change on your board, in your family and in your community.

Noa Staryk



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PREFACE

Our Andrus family is a large and ever-changing clan of cousins spread across the United States, Europe, Australia and Canada. We count among our numbers both newborns and nonagenarians, with hundreds in between. And our cousins represent a wide variety of political, religious, and socio-economic viewpoints and realities.

In an effort to unite this growing group of cousins, the Surdna Foundation board began a planning process in early 1998 to develop a program of philanthropic opportunities for our larger family. This monograph traces the history and accomplishments of that process. The program's original goals were to offer meaningful opportunities for service in our family's historic and emerging philanthropic bodies, to learn from each other through new forms of communication, and to share pride in our Andrus family's past, present, and future philanthropic values and history. As you will discover in our story, these goals remained in place, but a new purpose evolved as our planning work developed – that is, to link the larger family around concepts of service and education.

As our planning proceeded, both the Family Involvement Committee and the rest of the foundation's board sensed that we were creating something special. We began reaching out to cousins previously uninvolved with any of the existing family institutions through what we called a transparent process, that is, one which kept everyone (both board and larger family) fully informed as the work progressed. The communications which transpired during this time gave us the sense that not only were we creating something with potential importance far beyond the confines of our own family, but also that there could be vast opportunities for future projects within this concept.

Reactions to our efforts among our cousins were encouraging, as witnessed by the following:

- a substantial response to our October 1998 survey to the family
- an extraordinary meeting in January 1999 with twenty-five cousins, the Family Involvement Committee, and staff from the various Andrus family philanthropies to discuss the proposed family outreach program in depth
- the large number of family members who volunteered for board service following that meeting, and
- the presence of nearly one hundred of our cousins at the Board's presentation at the fifth family "Concinnity" (our term for an Andrus family reunion) in August 1999.

The interest and enthusiasm demonstrated in these ways proved to us that there would be many capable and willing participants for the Andrus Family Philanthropy Program.

Above all, this was truly a trustee-driven process. The vision, planning and now implementation of this exciting program have all occurred because of the active engagement of the Surdna trustees, nearly all of whom represent the fourth generation of our family. Indeed, we consider the Andrus Family Philanthropy Program – this novel invitation for expanded family participation in many facets of our family's work – an important legacy to our family. However, we would be remiss if we did not say that at times, the planning process seemed overwhelming. There were many 'moving parts,' and at the same time, a strong desire on the part of the planning committee to conclude its work in a timely fashion. But as you will read in the "Assessment" section of this monograph, we found ways to make the work manageable. Above all, we followed the principles laid out in our Surdna Foundation Statement of Culture, a document which informs all of this Board's work.

Beyond the engagement, pride and satisfaction it brings to our Andrus family, we sincerely hope that the Andrus Family Philanthropy Program – the steps taken, the projects developed and the lessons learned during this time — can serve as a useful model for other families interested in involving their various generations—both young and old—in family philanthropic work. As this monograph goes to press, we feel enormous satisfaction at the new family members becoming involved, the stimulation going on in new projects, and the excitement it has engendered in our larger family. We present this story not as an end in itself, but rather as a new beginning in both our Andrus family philanthropic history and the work of other interested families. Much work remains ahead! We invite you to join us in exploring how more families can provide similar opportunities for their expanding numbers.

Elizabeth H. Andrus
Chair, Surdna Foundation

Edith D. Thorpe
Chair, Family Involvement Committee



The Surdna Foundation is one of the oldest family foundations in the United States. Founded in 1917 by John Emory Andrus I, it recently embarked on a bold new program to engage the extended family in the family's philanthropic activities. The trustees' task was formidable. At last count, the eight branches of the Andrus family, including spouses, numbered 343 and ranged in age from infancy to 92. Some 200 members of the fourth and fifth generations are over age 25. The sixth generation will be even larger. Working out an equitable and practical system for engaging so many family members required the Surdna trustees to rethink the foundation's notions about inclusion and succession.

Broader family involvement had not been in the minds of those who led the Surdna Foundation during most of its history. In fact, only a select few in each generation were tapped to serve not on one, but on several of the family's charitable boards simultaneously. To the rest of the extended family, the activities of the Andrus' charities were a mystery. They knew that some relatives in New York gave away money but the family's philanthropies were far removed from their lives and thoughts. The current Surdna board wanted to change that. They believed that the time to open the philanthropies to the extended family was long overdue.

*To the rest of the extended family,
the activities of the Andrus' charities
were a mystery.*

When the trustees began the family involvement effort in 1998, the Surdna Foundation was in its fourth generation. At this stage, some foundations run into trouble. Successors' interest in serving may flag or disagreements mount, leading some families to divide the foundation among its branches, close its doors altogether, or turn it over to outside directors to run. Those were options the Surdna board was determined to avoid.

The stakes are high. With assets approaching \$700 million and annual giving exceeding \$31 million, the Surdna Foundation is not only among the largest family foundations in the United States but it possesses the financial power to make significant social contributions on a wide scale. Two other family charitable institutions established as tributes to the founder of the Surdna Foundation and his wife—the Julia Dyckman Andrus Memorial and the John E. Andrus Memorial— provide essential services to children and the elderly. The newest family foundation, the Helen Benedict Foundation, supports projects in the field of aging in Westchester County and New York City. The trustees have a deep emotional investment in all these institutions and a fierce pride in their accomplishments. They feel an even fiercer determination to maintain the high standards they have established for each of these institutions.

Over the years, the Surdna trustees had discussed different ways to prepare younger family members, in particular, to serve on the boards of the family's charitable institutions. At a retreat in February 1998, they recognized that their goal was larger than succession planning. They also wanted to encourage the extended family to participate in community service. While their main target was the fifth generation, they hoped to engage new fourth generation family members as well. The board established a Family Involvement Committee to research the issues and recommend a plan for realizing their goals. The committee members quickly realized that they had wandered into uncharted territory. No family foundation they knew had faced the same set of challenges. Over the next 18 months, the Family Involvement Committee, ably supported by the board and staff, developed a plan. Working with many of the board's original ideas, the committee rearranged the parts and fashioned them into something entirely new. In its final configuration, the Andrus Family Philanthropy Program, as they called it, represented a breakthrough approach—a model for integrating a large extended family into a network of philanthropic and community service activities.

The 18-month process had been a profound learning experience for the Family Involvement Committee members and the Surdna board, and there was general agreement that what they had learned could and should be shared with others. The trustees recognized that they were advantaged by Surdna's financial resources and staff support. By publishing their deliberations, their discoveries, and their insights, they could pass on that advantage to other foundations. To do so, however, meant breaking with the Surdna trustees' historical preference for maintaining a low profile. In fact, when John Andrus founded the Surdna Foundation in 1917, he chose not to give the foundation his own name but, rather, to spell Andrus backwards (S-U-R-D-N-A) to deflect attention from himself.

The significance of the Andrus Family Philanthropy Program is best understood in the context of the history of the Surdna Foundation and of the Andrus family. As way of introduction, this monograph begins with an overview of the foundation's

development and the family's most prominent personalities. Then it turns to the main subject of the monograph, chronicling the two-year planning process the Surdna board followed in its efforts to engage the extended family in philanthropic and community service. The ultimate creation, the Andrus Family Philanthropy Program, had not been in their minds when they started out but, as you will see, it was a culmination of a process marked by intuitive bursts and careful planning that shifted the foundation from a traditional hierarchical form to one relying on networks and relationships among its various programs.

The Surdna Foundation's story holds lessons for foundations concerned with continuing a tradition of family philanthropy and with being more inclusionary. The Andrus Family Philanthropy Program is a model for instilling family members with a desire for service and equipping them with the knowledge and skills to do the job well. Large family foundations may want to replicate the entire Andrus Family Philanthropy Program; medium and small foundations can adapt relevant aspects of it to their purposes.

The Andrus Family Philanthropy Program is a model for instilling family members with a desire for service and equipping them with the knowledge and skills to do the job well.

The Andrus Family Philanthropy Program is also a model for how trustees can take action and create programs that enrich their family, their foundation, and the field of philanthropy. It would be misleading to minimize the hard work and commitment required to develop the Andrus Family Philanthropy Program, especially on the part of the Family Involvement Committee. At the same time, the work was exhilarating. Caught up in the excitement of the project, the committee members took pleasure in the creative process and pride in their accomplishments.

The Surdna board's family involvement effort was fired by a vision of a large family connected through philanthropy and community service. The promise of that vision led the trustees into new territory. Through this monograph, they invite other adventurous families to explore it with them.





OVERVIEW

OVERVIEW OF THE SURDNA FOUNDATION

EARLY YEARS

John Emory Andrus established the Surdna Foundation in Yonkers, New York in 1917 to support higher education, medical research, and human services. The son of a minister, Andrus was at various times a schoolteacher, manufacturer and distributor of elixirs, mayor of Yonkers, New York, and four-term member of the U.S. Congress. His particular talent—locating, buying and then reselling undervalued land—earned him great wealth. A shrewd negotiator, he acquired vast tracts of timberland in California and significant holdings in Alaska, New Mexico, New Jersey, Florida, and Minnesota.

Andrus and his wife, Julia, had nine children, one of whom died young. Julia was a devoted mother and, after her death, Andrus established the Julia Dyckman Andrus Memorial in 1928 as a tribute to her. Julia, an orphan, was raised by her adoptive family on the Dyckman farm in Westchester County, New York. Andrus converted the farm into an orphanage and made the Julia Dyckman Andrus Memorial a project of the Surdna Foundation. Family members sat on its board and the foundation supported its operations.

When John Andrus died in 1934, his youngest child, Helen Benedict, then age 45, succeeded him as chair of the Surdna Foundation. At the time, the board was composed of two family members and a lawyer and banker from the Hanover Trust Company in New York. Helen ran the foundation out of her home in Yonkers and, according to her nephew, John Andrus III, she ran it like a secret society. “She hand-picked the board members and if they said or did something to displease her, she kicked them off the board. She was tough, but good-humored, too.”

John Andrus had expressed the wish that a portion of his fortune be used to “provide opportunity for youth and rest for old age.” The Surdna Foundation was already supporting programs for children. In 1953, under Helen’s leadership, she fulfilled her

father's wish by building the John E. Andrus Memorial, a retirement home for 250 elderly residents—primarily women who had no pensions—on land nearby the Julia Dyckman Andrus Memorial. Like the orphanage, the retirement home was supported by the foundation and family members sat on its board.

Helen's chosen successor was Edward McGee, the husband of her niece, Mary Frances Andrus. Eddie was the trustee of several trusts that provided income to the Surdna Foundation and the personal secretary to Helen. When Eddie assumed leadership in 1969, he moved the foundation from Yonkers to New York City. At the time, the Surdna Foundation had \$104 million in assets and was awarding about \$5 million a year in grants, more than half to the Julia Dyckman Andrus Memorial and the John E. Andrus Memorial. (The family refers to the Julia Dyckman Andrus Memorial as the "Children's Home" and the John E. Andrus Memorial as the "Old Folk's Home" or, collectively, as "The Homes." Those informal names will be used throughout this monograph.) The rest of the budget was allocated as miscellaneous grants for health and education. One half-time staffperson acted as grants manager and, so informal was the recordkeeping that cards with information about grantees were stored in shoeboxes.

Eddie revamped the board, named himself president and appointed John Andrus III as board member and board chair. He also appointed to the Surdna board three members of the fourth generation who were serving on the Homes' boards: Peter Benedict, Larry Griffith, and later, Sam Thorpe. Although Eddie McGee had named John Andrus III as board chair in 1971, as president, Eddie still ran the show. Like their predecessors, the trustees went through the motions of board service, and they had little say in board decisions. Sam, who lives in the Midwest, recalls flying to New York for the board meetings. "The meetings lasted three hours. We'd rubberstamp the proposals and read the financial reports. Then we'd go to lunch and fly home."

In 1985, Waldemar Nielsen, author and consultant to foundations, wrote *The Golden Donors*, a critique of the 36 largest foundations in the United States at that time. Among them was the Surdna Foundation, which had assets of \$260 million. Nielsen depicted the foundation as "persistently sluggish." He questioned why a foundation that size had only one half-time staffperson, and he dismissed Eddie McGee's justification—that the foundation had an active working board—as unsubstantiated by the evidence. Nielsen summed up his impressions of Surdna in these words: "On the whole, Surdna is a well-intentioned, compassionate foundation with rather broad interests, and its support goes to institutions of quality. Still, given the extraordinary generosity, vision, and boldness of the donor—and the scale of its assets—it remains an underachiever. It awaits the force for strong, imaginative leadership to lift it from being a moderately good foundation to the status of an excellent one. If this happens someday, it will finally correct the impression that not the only thing backward about Surdna is the spelling of its name."

Larry Griffith, a family board member for the past 25 years, thinks Nielsen's assessment was too harsh. In his view, the board made several forward-thinking decisions under the leadership of Helen Benedict and Eddie McGee. "It's not fair to knock the board," he says. "Its grants were reasonable for the time. It endowed three professorships at the Department of Genetics at the Harvard Medical School. Surdna also provided support to many smaller colleges, scholarship funds, and several symphony orchestras."

DESCRIPTION OF THE HOMES

The Julia Dyckman Andrus Memorial ("The Children's Home")

Since 1928, the Julia Dyckman Andrus Memorial (JDAM) has been a service provider and advocate for young children in Westchester County. Originally established as an orphanage, it changed its mission in 1968 to become a residential treatment center for emotionally disturbed children: children too troubled to be placed in foster care and not troubled enough to need in-patient psychiatric care. A special education school, the Orchard School, was built on the site in 1970. Originally designed for 52 children, it was renovated and expanded in 1998 to serve 135 children. Programs offered by JDAM include: residential treatment, special education, day treatment, aftercare for children formerly in residential treatment and now living at home, a short-term residential diagnostic program, and a home visiting program. Recently, JDAM formed a partnership with public, private, and other nonprofit organizations to improve the welfare and services for children from birth to age three.

The John E. Andrus Memorial ("The Old Folk's Home")

In 1953, Helen Andrus Benedict founded the John E. Andrus Memorial, a state-of-the-art retirement community. Because of major trends in the health care industry, the Andrus board of directors unanimously voted in 1997 to ally with Beth Abraham Health Services (BAHS), a nonprofit, multi-faceted health care organization in New York. BAHS will provide for the daily needs of the residents. Plans for renovating existing facilities and constructing new buildings are under way. The retirement home has been renamed Andrus On Hudson.

ENTERING AN ERA OF PROFESSIONALISM

John Andrus III was most concerned by Waldemar Nielsen's assessment of the Surdna Foundation. He knew that the foundation was capable of doing much more, but he felt that his hands were tied. "I went along with Eddie's wishes because I was respectful of him. I didn't want to buck his authority." In the mid-1980s, however, the board asserted itself in a disagreement over the the management of the Old Folk's Home. When the younger trustees held their ground, Eddie resigned his position as president and John Andrus III took over leadership of the board.

In 1989, John decided that the time to turn Surdna into a foundation with professional management and a well-defined grantmaking program had finally arrived. In his words, "The world had changed, and so had Surdna. The assets had grown to \$290

million. We were giving away \$15 million, with half that amount supporting the Homes. We could no longer afford to be reactive in our grantmaking."

The world had changed, and so had

Surdna... We could no longer afford to

be reactive in our grantmaking.

Once he had arrived at that decision, John took charge of the foundation. He moved the Surdna offices into a two-room suite on Park Avenue and, with the assistance of the

other trustees, selected four fourth-generation cousins for the board: Libby Andrus (John's daughter), Fred Moon, Kit Davenport, and Sandy Kaupe. All had earned their stripes by serving on the boards of the Homes. Two years later, another fourth-generation cousin, Edie Davenport Thorpe, was appointed to the board.

In 1989, the Surdna Foundation had been in existence for 72 years, yet its board still functioned at a rudimentary level. Board members had had little opportunity, impetus, or experience to develop policies and think strategically about the foundation's grantmaking objectives. John recognized that the family needed an experienced executive director to help the foundation find its footing. Through a search firm, the board found Edward Skloot, a consultant to foundations and an expert on enterprise development and management improvement for nonprofit organizations. Ed was Surdna's first executive director and its first full-time paid employee.

With the board's approval, Ed called for a nine-month moratorium on grantmaking except to honor its previous commitments. During that hiatus, he interviewed individual board members looking for common threads of interest. "The board had good values and they wanted to do good things," says Ed. "but they were unsure of what direction to follow."

Between 1990 and 1993, the Surdna board held a series of retreats to determine the foundation's program areas. At the 1990 retreat, Ed assisted the board in developing ideas that resulted in the selection of two new program areas: the Environment and Community Revitalization. Two years later, another retreat was held to discuss the Homes and their ongoing relationship with the Surdna Foundation. While the Homes had been eligible for government reimbursement for some time, Eddie McGee had vetoed pursuing that source of income. When he retired, the board, along with the rest of the Homes' boards, voted to begin accepting state monies. At the 1992 retreat, the fourth-generation trustees agreed to further reduce Surdna's funding to the Homes in an effort to make them truly independent community-based institutions. In 1993, the board added two more program areas, Arts and Effective Citizenry and, the following year, a fifth area, the Nonprofit Sector Support Program. The new program areas required hiring additional program officers. Having outgrown its Park Avenue office space, the foundation moved twice in the 1990s, finally settling in its current location on Madison Avenue.

Other changes were under way. In 1991, John Andrus III was named Chairman Emeritus, and Peter Benedict, a fourth-generation trustee, succeeded him as chair. Now, with the family trustees actively involved in board work, a skillful executive director at the helm, and a staff of experienced program officers in place, the Surdna Foundation had found, at last, the leadership Waldemar Nielsen had challenged them to find.

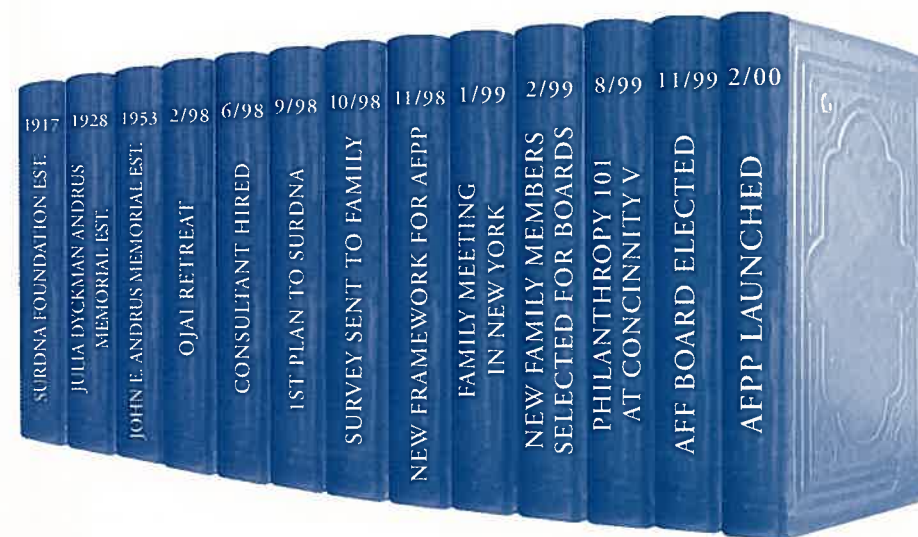
"John Andrus moved the Foundation out of the dark ages," says Sam Thorpe. "He brought in new management, hiring an executive director and a CFO. It was under John's and Ed's leadership that Surdna became a professional foundation."

In 1994, Fred Moon, a fourth-generation trustee, was elected chair of the board. An energetic leader, he brought a new level of professionalism and activity to the board. Fred had been instrumental in getting the board to diversify the foundation's assets and to use multiple money managers in the stewardship of the endowment. Over the next five years, this strategy, combined with the boom in the stock market, resulted in the growth of the foundation's portfolio to nearly \$700 million.

With strong board and staff leadership in place, the Surdna Foundation developed a focused and strategic approach to grantmaking. It had five solid program areas and a crackerjack staff researching and evaluating projects. To increase the board's participation in the work of the Foundation, Fred suggested a program of board-sponsored proposals as well as the formation of board-staff committees to oversee each program area. The activity level and workload increased accordingly; quarterly board meetings were extended to two and a half days with committee conference calls in between meetings. Further, an executive session dinner was instituted the night before the quarterly meetings to give the board time to prepare as a group and to have a chance to connect as family members.

Fred also pioneered the effort to reach out to the larger family. During his tenure, the board initiated contact with the larger family for the first time. In 1994, it extended invitations to visit the Surdna offices and the Homes and began sending Surdna Foundation annual reports to family members over age 18. A few years later, it established a Surdna Web page (www.Surdna.org) and designated space in the Surdna office for a family archive. Fred's promotion of family involvement and family pride in its philanthropy paved the way for the formation of the Family Involvement Committee four years later.

TIMELINE



1917	Surdna Foundation established
1928	Julia Dyckman Andrus Memorial established
1953	John E. Andrus Memorial established
February 1998	Ojai Retreat; Family Involvement Committee established
June 1998	Judith Healey hired as consultant to Family Involvement Committee
September 1998	Original plan presented to Surdna Board
October 1998	Informational survey sent to over 200 family members
November 1998	Surdna Board meeting - decision to create new framework: <ol style="list-style-type: none"> 1. Adoption of relational vs. hierarchical organizational model for Andrus Family Philanthropy Program 2. Focus of Andrus Family Philanthropy Program on education, service and training, rather than money 3. Emphasis on inclusivity and fairness and overall program
January 1999	Family informational meeting in New York
February 1999	New family members selected for Homes' Boards
August 1999	Philanthropy 101 Presentation at Concinnity V
November 1999	Election of Andrus Family Fund Board and new family member to Surdna Board
February 2000	Andrus Family Philanthropy Program officially launched; Steve Kelban becomes first Executive Director





CHAPTER ONE

FAMILY CONCINNITIES

After the death of John Andrus I in 1934, his eight children went off in different directions. Some siblings moved away from New York, and others had grown estranged from one another. Helen Benedict was concerned that the family was drifting apart. In 1966, Helen, then in her late seventies, hatched a plan to reconnect the family. She invited 37 third-generation family members to be her guests on an eight-day cruise to the Caribbean on the S.S. United States, an affair she dubbed “Operation Bang-up.”

By all accounts the cruise was a joyful affair, and Helen’s plan bore fruit. Many cousins met one another for the first time, and others formed close and lasting friendships. Moreover, the reunion sparked an interest in the history of the Andrus family.

Helen commissioned a biography of her father, *The Multimillionaire Straphanger*.

The title referred to John Andrus’ frugality; he preferred to pay five cents to ride the subway to his office in Manhattan than to be driven by his chauffeur. The cruise also

*concinnity (n) : a skillful, harmonious
arrangement of parts*

inspired John Andrus III to compile the first family tree. Originally a scroll, it has since grown into a spiral notebook to hold all the names. And seven years after the cruise, in 1973, three cousins organized the first reunion and named it a “concinnity,” a word meaning a skillful, harmonious arrangement of parts.

The Concinnity became a tradition, gathering the family together every five years. At the 1994 Concinnity, the Surdna trustees were invited to discuss the work of the foundation and the Homes. That presentation marked the first genuine acknowledgment of the link between the extended family and the family’s philanthropies. That same year, the Surdna board produced a video capturing a piece of Andrus family history.

It featured third-generation family members sharing their memories of the founder and his daughter Helen Benedict. The video was distributed as a keepsake to all family members who attended the 1994 Concinnity.

In 1999, some 237 family members representing four generations and eight branches attended the fifth Andrus Concinnity. Even those individuals most at the center of family activities don't know all their cousins by name. Yet, the large turnout speaks to the value they place on family ties. The Concinnities function like tribal gatherings—a reminder that each family member is an integral part of the Andrus family's history, culture, and traditions.

Larry Griffith describes it this way: "Family was very important to my grandmother, Edith Davenport (the third child of John and Julia Andrus), and to my parents. I'm proud and happy to be a Davenport and a Griffith, and when I'm at the Concinnities I'm proud and happy to be an Andrus. Just being there you know that you are part of something big, something magical. I feel blessed to have been born into this family—for the values it passed on to me and the opportunities it gave me. On top of that, I've had the privilege of sitting on the Surdna board and chairing the board of the Children's Home. I can't begin to describe what that has meant to me."



CHAPTER TWO

THE ANDRUS FAMILY PHILANTHROPIES IN TRANSITION

The memorials to John and Julia Andrus—the Children's Home and the Old Folk's Home—have particular importance to the family. The two boards have worked hard to maintain the Homes at the highest standards and to instill a feeling of responsibility in new board members to carry on the family's efforts. As corporations, the Homes have both family and outside directors; the Surdna trustees nominate the family board members. To ensure family involvement in the Homes, Helen Benedict established the precedent of requiring family members interested in serving on the Surdna board to serve first on the boards of the Children's Home and the Old Folk's Home. Once formally elected to the Surdna board, the trustees continued to serve on all three boards.

In the past, serving on three separate boards was manageable. Board members had few duties apart from attending board meetings. By the mid-1990s, the situation had changed. The assets of the Surdna Foundation were growing, and a larger budget meant longer dockets to review. Additionally, the board members had upgraded their skills and become more active directors on all the boards. Furthermore, both Homes were in stages of transition, requiring board members to spend more time on strategic planning. The family wanted to ensure that the transitions proceeded smoothly, which required forming new committees and holding more meetings.

The school facility at the Children's Home was being renovated to accommodate more children. At the same time, the Old Folk's Home began the process of partnering with a health care corporation and would soon embark on a major construction project. Under the agreement between the two corporations, the health care corporation would assume responsibility for the daily needs of the 215 residents, and the Andrus family would retain control of the endowment, land, and family memorabilia.

In 1997, the board of the Old Folk's Home transferred its endowment to the Helen Benedict Foundation, which was established to support charitable, educational, and scientific research related to improving the quality of life for the elderly. Several Surdna trustees sat on the Helen Benedict Foundation board in addition to the board of the Old Folk's Home.

The Surdna Foundation board holds quarterly meetings. Each meeting lasts two-and-a-half days. Factoring in a minimum of two days of reading to prepare for meetings, trustees spend about 20 days a year on Surdna board work alone. That does not include time trustees spend doing committee and board work for the Homes, making site visits for the Surdna Foundation, holding conference calls, and attending conferences. The board of the Children's Home meets seven times a year and members are expected to serve on at least one committee, and the boards of the Old Folk's Home and the Helen Benedict Foundation meet four to five times a year, with numerous conference calls in between.

"The amount of work expected of board members in this family is stunning," says Ed Skloot. "I don't know of another foundation or corporation that asks as much of its members as this family does."

Maintaining such a heavy workload was difficult, even for a family that has a strong ethos of service. Over the years, some trustees had talked about expanding the Surdna and Homes boards but they hadn't found time to do it. The current circumstances demanded that they create a plan to add new members to all the boards, including the Helen Benedict Foundation.

"We felt that we weren't working up to our best levels because we had too much on our plates," says Edie Thorpe. "We wanted to keep the Homes top-notch and keep the family involved. Some of us felt frustrated by the lack of movement in bringing on new members, and we pushed the board to deal with it."



CHAPTER THREE

A TURNING POINT

PREPARING FOR THE OJAI RETREAT

In 1997, the Surdna board hired Alice Buhl, a consultant with whom it had previously worked, to facilitate a board/staff retreat the following year. An ad hoc committee chaired by Libby Andrus and including Fred Moon and Edie Thorpe worked with Alice to plan the retreat scheduled for February 1998.

At the November 1997 board meeting, Alice asked the board to draw up a list of discussion topics they wanted to explore at the retreat. They selected:

- 1) vision and mission
- 2) family involvement and communication
- 3) board involvement in grantmaking
- 4) developing a nominating process
- 5) creating a plan for transition on the Homes' boards

The board divided into working groups to study each topic over the summer and to come up with a list of recommendations. The groups worked hard on their assignments, and they reported their findings to the full board in writing in the weeks before the retreat. For the purposes of this monograph, the discussion will elaborate on the work of the family involvement group only.

As mentioned earlier, the Surdna board had begun making overtures to the extended family in 1994, hoping to attract talented family members to serve on the various boards. While the overtures generated some interest, the trustees recognized that mailing annual reports and extending invitations to visit the Surdna office were not enough. To attract family members who had historically been excluded from the family philanthropies, the trustees would have to take a more direct approach. The family involvement working group presented their ideas to the Surdna board for discussion.

RECOMMENDATIONS OF THE FAMILY INVOLVEMENT WORKING GROUP

Phase One: Planning would begin in the spring of 1998 and tasks would include:

- establishing a family involvement committee
- assessing family members' interest in serving on the boards
- hiring a staff person to oversee and coordinate activities
- connecting the family electronically
- organizing a family forum to educate the family about philanthropy and the work of the family's charitable institutions
- adding family members to boards and committees

Phase Two: Planning would continue in 1999 with the family involvement committee leading the effort. Possible tasks might include:

- forming a "next-generation" Andrus Family Fund
- establishing Surdna Foundation internships
- inviting family members to accompany staff on site visits
- encouraging family members to offer some Surdna-funded programs to their local communities

The three members on the family involvement working group presented its report to the Surdna board. While they agreed on basic principles and goals for involving the family in the foundation, they differed on how and when family members would be eligible to serve on the boards. The Surdna board moved to defer debate on those issues to the retreat. The board, however, was unanimous in its commitment to developing a family involvement program, and it made several decisions to move that process forward:

- future board membership on the four boards should be separate and distinct; members should not be expected to serve on more than one board
- criteria for membership should be appropriate to each of the four institutions
- the Surdna board should thoroughly study issues related to family involvement, such as agreement on mission and governance and the role of the board
- a new staff liaison should be hired in the Surdna office to assist the board in these efforts

By agreeing that new members should be appointed to one board only, the trustees were acknowledging the circumstances of younger family members. Most have full-time careers and young children and, unlike their predecessors, they would not have time to serve on more than one board. Establishing formal criteria for each board was

also a new policy. In the past, board leaders had selected family members to serve first on the boards of the Homes and later on the Surdna Foundation. Serving on the Homes' boards was a form of internship, but neither the Surdna Foundation nor the Homes' boards had ever codified this practice.

THE BOARD/STAFF RETREAT

In February 1998, the Surdna board and staff gathered at a conference center in Ojai, California for the retreat. On the first day, the recommendations from the board's working groups were used to frame and inform the discussion among the board and staff. On the next day, the trustees continued the conversation among themselves about family involvement and succession to the Homes' and Surdna boards. The debate about how and when to bring new family members onto the boards that began in the family involvement working group became the focus of discussion by the full board at the meeting. The controversy which ensued revolved around two issues: 1) what the process should be for bringing family members onto the boards, and 2) how quickly new family members should be added.

Having made the decision three months earlier to abandon the historic practice of multiple board service, the Surdna board agreed that one of the first tasks of the emerging family involvement program was to add interested and capable cousins to the Homes' boards. The trustees felt that new family members would invigorate the boards with new ideas and energy and bring skills that matched the missions of the two Homes. While the board wanted to move ahead immediately with these nominations, its commitment to maintaining standards of excellence at all the family institutions remained a top priority.

The trustees felt that new family members would invigorate the boards with new ideas and energy and bring skills that matched the missions of the two Homes.

The trustees had major disagreements, however, regarding the process and timing of adding new members to the Surdna board. Fred Moon had been a member of the family involvement working group, and although he supported greater family involvement (in fact, he had initiated it), he had strong views on how family members should be prepared to serve on the foundation's board. He favored building a family involvement program that would extend over two to three years and include educational opportunities such as regional meetings focussing on issues addressed in Surdna programs, family-sponsored Surdna projects in people's home communities, and Surdna committee work, among other things. In his view, Surdna's grantmaking

was becoming increasingly complex and sophisticated, and board members would require specialized and sophisticated skill sets to oversee it. Others on the board did not agree that all family members should have to go through a lengthy training program. They felt that there were many capable family members, already fully engaged in their own communities, who would require an orientation period only to handle the work of the Surdna board.

Major changes in programs and policies are rarely made without engendering disagreements and conflicts. Sometimes, even when family members agree on the essential elements of a program or policy, other factors – most commonly, family dynamics and personality differences – interfere with deliberations and prevent a board from reaching consensus. The Surdna board places great stock in achieving consensus before it acts. In fact, it is a theme in the Surdna Foundation's Statement of Culture (See Appendix). Although it was difficult and uncomfortable for the board not to agree, the majority moved that work on developing all components of the family involvement program should begin immediately.

To that end, the board committed to the following actions:

- form the recommended Family Involvement Committee
- secure staffing to implement the family involvement program
- establish an ongoing communication system with the extended family, possibly a newsletter or Web site
- postpone adding new members to the Surdna board until it had revised its governance policies. However, it left open the possibility of adding family members qualified to come directly onto the Board without serving first on a Homes' board

Still to be resolved were related issues such as term limits, rotation, and the possibility of adding non-family members to the Surdna Board. These conversations would continue far beyond the Ojai retreat.

The board had spent many months preparing for the retreat. There, it succeeded in resolving some longstanding policy issues, and it made substantive decisions regarding the family involvement program. Alice Buhl, the consultant, observed, "At Ojai, the trustees came together as a board working as a group. They had prepared together and made tough decisions together. And despite disagreements, they found creative ways to move forward." The stage was set for the family involvement planning process to officially begin.



CHAPTER FOUR

THE FAMILY INVOLVEMENT COMMITTEE AT WORK

With the formation of the Family Involvement Committee, the Surdna board began a formal effort to make board service on the family's philanthropies accessible to interested and qualified family members. Additionally, the Surdna board planned to develop a system for communicating regularly with all family members via the Internet or newsletter. "The concept of family involvement wasn't new," says Larry Griffith. "We had kicked these ideas around for a long time. The difference was that now we had an engine to move it forward."

Three trustees—Edie Thorpe, Sam Thorpe (Edie and Sam are cousins), and Larry Griffith—volunteered to serve on the Family Involvement Committee; Edie volunteered to be chair and recruited a fourth trustee to the committee, Peter Benedict. Edie and Peter had both worked on the family involvement group that reported at the Ojai retreat.

CELEBRATING THE CHILDREN'S HOME'S 70TH ANNIVERSARY

The board of the Children's Home was planning a 70th anniversary celebration in May 1998. The Family Involvement Committee recognized the event as an opportunity to promote the family involvement effort. Using the list of family members who had accepted the invitation to attend the celebration, the committee issued its own invitation to attend a dinner in New York the night before the celebration and to participate in an informational talk at the Surdna offices the next morning. More than 20 came to the meeting. "The family members loved hearing about the foundation firsthand from the staff," says Edie, "and the Family Involvement Committee, in turn, was thrilled by the enthusiastic response to its plans to involve the larger family. After that, our committee really got cranking. We didn't realize it at the time, but that dinner and information session started our planning process."

DEVELOPING A FAIR SELECTION PROCESS

The launching of the Family Involvement Committee marked a significant turning point from Surdna's past. The board had made open and fair access a top priority. Yet, even with four charitable institutions, the trustees could not now—or in the future—provide enough seats on boards or committees to accommodate all interested family members. The number of family members would always exceed the available slots.

Historically, a few branches of the Andrus family have dominated the Surdna and Homes' boards. While the current board advocated equal opportunities for all branches, it opposed reserving an equal number of seats for each of the eight branches. It preferred a system based on individual merit. At the same time, it wanted to draw back into the fold a branch of the family that had never held a seat on any of the boards and another that hadn't been represented for more than 20 years. Having flung open its doors, the trustees grappled with another dilemma: how to maintain excellence in all of its philanthropic endeavors without turning away interested but inexperienced family members. The trustees agreed that it was their responsibility to educate unprepared family members to meet the standards the boards had established.

HIRING A CONSULTANT

Edie had never led a planning process of this magnitude before, and she turned to Ed Skloot for guidance. He recommended that the Family Involvement Committee hire a consultant to work with it. Ed and the committee agreed that the best person would be a generalist, someone who not only knew foundations but who was experienced in organizational planning. Edie gathered names of possible candidates from foundation colleagues. On the list was Judith Healey, a consultant with whom Edie had worked in another capacity. After interviewing Judy, Edie believed she had found the right person to work with the committee. Judy had extensive knowledge of family foundations and of succession planning. Moreover, she had both run family foundations and consulted to them. As an added bonus, she and Edie lived in the same town. As the planning process picked up speed over the next year, their geographic proximity proved to be an advantage.

MAPPING OUT A WORKPLAN

The committee members sifted through the list of recommendations submitted at the November board meeting and at the Ojai retreat. They selected four projects to launch the family involvement effort:

- adding family members to the Homes' boards
- creating an Andrus Family Fund to be administered by fifth generation cousins

- developing an ongoing system for communicating with the family, including a "Philanthropy 101" seminar to be held at the 1999 Concinnity
- developing opportunities for non-board service on program and operating committees within the Surdna Foundation

The Surdna board endorsed the committee's workplan for the first phase of the project to be conducted over the next 12 to 18 months, along with an outline of its goals, tasks, and expected outcomes. Identifying new board members for the Homes' boards and creating the next generation fund were the committee's top priorities. To meet their deadlines, the members would not have the luxury of working on one project at a time; they would have to juggle pieces of all the projects simultaneously. The task of managing all these pieces and keeping them moving ahead would test the organizational skills of the chair of the Family Involvement Committee.

WORKPLAN

To: Surdna Board Members
From: Edie Thorpe
Family Involvement Committee Members
Prepared by Judy Healey
Date: September 10, 1998
Re: EXECUTIVE SUMMARY OF PROPOSED SCHEDULE FOR THE
ADDITION OF BOARD MEMBERS TO VARIOUS ANDRUS
FAMILY PHILANTHROPIES OVER THE NEXT YEAR

June-Sept. '98	Chair of Family Involvement Committee and consultant meet 4 times; also with Surdna Foundation staff; overall plan is formulated
September '98	Two Committee conference calls Plan and issues presented to Surdna Board
October '98	Info-survey developed; Family Involvement Committee reviews and approves; info-survey sent; design for Andrus Family Fund developed and reviewed by Committee; returns from survey collated
November '98	Surdna Board reviews preliminary plan for Andrus Family Fund

December '98	One-day gathering of respondents to info-survey who are interested in homes board membership (see above description)
January/February '99	Family mini-meetings (local) to generate interest from family members and get feedback on design for Andrus Family Fund
February '99	Committee meeting to select homes board nominees, to be held in conjunction with (just prior to) the February Surdna Board meeting; board members for JEAM and JDAM, recommended by Committee, will be approved by Surdna Board at that meeting
March-May '99	Continued refinement of design for Andrus Family Fund; Committee meets before May board meeting to select nominees for Andrus Family Fund and finalize the design; recommendations are presented to full Board
May-August '99	Staff hired for Andrus Family Fund; Communications plan developed; Philanthropy 101 prepared for all interested family members to be held at Concinnity
August '99	Concinnity: Philanthropy 101 half day, interactive session for all interested family members (keeping in mind importance of rotation in the future) Celebration for completion of Phase One

DEVELOPING A WORK PATTERN

In the summer of 1998, the Family Involvement Committee officially embarked on the planning process. Because two committee members lived in the Midwest and two on the East Coast, they held their meetings by telephone. From the start, the committee endeavored to keep the full board informed of their work and to seek their feedback. Similarly, the committee members welcomed input from Ed Skloot. Besides respecting his authority as executive director of the Surdna Foundation, they valued his thinking and planning know-how. Ed served as ex officio member of the Family Involvement Committee and participated in all the conference calls.

Before each conference call, Judy framed the discussion by first posing targeted questions or drafting documents that she would present to Edie. Then the two would refine the plan and present it to the committee. At the end of each call, the committee set a date for the next conference call. Together Edie and Judy, often consulting with Ed Skloot, would incorporate the committee's suggestions into a revised plan, ready for presentation at the next conference call. Interestingly, the committee did not keep formal minutes of these telephone discussions; the project was developing so quickly

and on so many different fronts that the committee found it more expeditious to write memos in response to points raised in the conversations.

The quarterly meetings of the Surdna Foundation served, in effect, as working deadlines for the committee. It aimed to have a list of recommendations ready to present to the board at each meeting. The board would debate the recommendations made by the committee and add their thoughts. Then the committee would go back to the drawing board to further refine its design. This back-and-forth pattern of working kept the pressure on Edie and Judy to integrate the ideas of the full board into the Family Involvement Committee's plan and to present the revised version at the next board meeting. Edie's organizational skills and attention to details complemented Judy's intuitive thinking style; the interplay of their talents created a dynamic that propelled the process forward.

SURVEYING FAMILY INTEREST

The Family Involvement Committee's first task was to identify candidates for the Homes' boards. In October, it sent a letter to family members 25 years and older updating them on its progress and informing them of current and future openings on boards. The tone of the letter was enthusiastic and welcoming, but the committee was careful not to raise false expectations or make promises it could not fulfill. Given the size of the family, not all interested persons could be accommodated at once. Aware of the importance of making the right choices from the start, the committee asked for the family's patience and understanding.

The committee had also developed a family information survey which accompanied the October letter. In addition to questions about interest in and availability to serve, the survey sought data on family members' education, careers, and volunteer experiences. Interested family members were asked to write a one-page essay explaining why they wanted to serve on a particular board or noting what social issues most concerned them. (See survey form in Appendix.)

LOOKING AT SUCCESSION MODELS

While awaiting the responses to the survey, the Family Involvement Committee turned its attention to developing a framework for the new next-generation fund, the Andrus Family Fund. But first, the committee asked Judy Healey to inform them of succession models developed by other large foundations with which she had worked. Among the different models she described were:

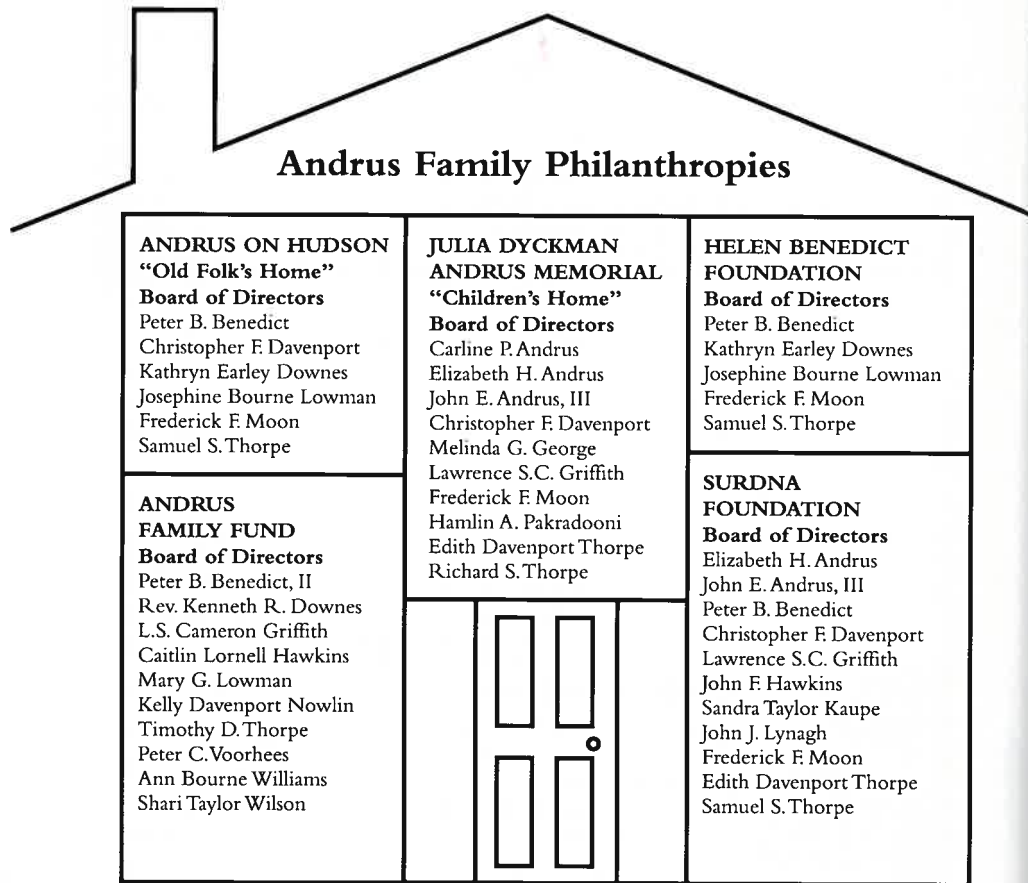
- 1) conducting an extensive education process for younger family members before bringing them onto board committees;
- 2) creating a "small grants fund" to allow the younger generation to research and award small grants;

- 3) establishing an adjunct board to train younger members; and
- 4) setting up a branch representation system in which each branch selected its own representative.

Few families, however, were as large as the Andrus family, and none had succession plans that fit the Andrus family's situation. In talking with the trustees and staff from other large foundations, Judy took away one important lesson: no matter what program design the Surdna Foundation chose, it had to consider all its ramifications in the planning stage before moving forward.

BREAKING NEW GROUND

In November 1998, the Family Involvement Committee presented its work-in-progress at the Surdna board meeting. The full board is composed of 10 members,



nine family trustees and John Lynagh, the Surdna Foundation's attorney. Four of the family trustees are also members of the Family Involvement Committee, creating the somewhat unusual circumstance of having almost half the trustees reporting to themselves when they addressed the board.

The overarching goal of the program was to prepare them for public service in their home communities

The discussion of the purposes and goals for establishing the Andrus Family Fund became a jumping off point for the board's debate on the ultimate goal of the family involvement effort. Originally, the trustees had assumed that family members would learn about philanthropy by serving on the boards and committees of the family's various charitable institutions. Some trustees, however, doubted the value of committee work as a training tool. What would be the role of younger family members on the committee? Would they have an official vote? And, most important, what would they gain from being on a committee if they didn't attend board meetings? These questions led the board to put on hold the proposal for adding non-board family members to committees.

Concentrating on board service as a training tool also posed problems. Even with the addition of a fifth charitable entity (the Andrus Family Fund) and the intro-

What was different was the centrality of community service to their thinking: instead of viewing it as one piece of the family involvement program, the trustees now identified it as the ultimate aim of the program.

duction of term limits for younger members, applicants were still likely to outnumber available board slots. At best, a small percentage of younger family members would have a chance to serve one or two board terms, leaving the trustees far short of their goal to involve greater numbers of family members in the family's philanthropies. This realization led the trustees to a conceptual breakthrough: What was driving the family involvement program was not training family members to be grantmakers. Rather, the overarching goal of the program was to prepare them for public service in their home communities.

The shift in emphasis from board service to community service liberated the board to develop a new vision of what the family involvement program might look like. At board meetings and at the Ojai retreat, the trustees had had many conversations about promoting community service. What was different was the centrality of community service to their thinking: instead of viewing it as one piece of the family involvement program, the trustees now identified it as the ultimate aim of the program.



CHAPTER FIVE

DESIGNING THE ANDRUS FAMILY PHILANTHROPY PROGRAM

ENVISIONING THE ANDRUS FAMILY PHILANTHROPY PROGRAM

The Family Involvement Committee envisioned the Andrus Family Philanthropy Program as a web or loose-knit network encompassing all of the family's philanthropic, community service and educational activities.

The Andrus Family Philanthropy Program would operate under the aegis of the Surdna Foundation and, as such, it would be held to the Foundation's Statement of Culture as well as to the principles and values established at the Ojai retreat. The committee was optimistic that the Andrus Family Philanthropy Program would move the Surdna board closer to realizing its goals to:

- strengthen the family's philanthropies
- provide education, training, and promotion of philanthropy
- unite the growing Andrus family through improved and expanded communications
- deepen family relationships and pride

MEETING WITH INTERESTED FAMILY MEMBERS

The Family Involvement Committee had mailed 200 surveys to family members over age 25 and received 40 responses. Those family members interested in participating in the Andrus's philanthropies were invited to an information meeting in New York to learn about the Surdna Foundation, the Homes, and the evolving Andrus Family Philanthropy Program. The event, sponsored by the Surdna Foundation, was planned for January 30th, a Saturday, to accommodate the schedules of working family members.

The preparations for the meeting had occupied the committee for months. Dara Major, special assistant to the executive director of the Surdna Foundation, provided

The trustees's second conceptual breakthrough occurred when they considered specific projects for involving family members, such as adding family members to the Homes' boards, establishing the Andrus Family Fund, and developing a communications system. The board had thought of these projects as separate from one another but, as the discussion progressed, the image of a cluster or network of programs emerged. For the first time, the trustees recognized that these projects were not separate from one another but, in fact, part of one system. The image of a network gave the trustees a structure for linking the extended family to a spectrum of philanthropic, educational and community service opportunities.

The network model solved the trustees' dilemma of how to integrate the huge Andrus family into the family's philanthropies. It not only accommodated large numbers of people, it offered them options and flexibility. Moreover, it provided a means for linking the entire family together. Family members who wanted to take active roles in projects could learn about them through the network. And even those who preferred to take a passive role could be connected to the family's philanthropies by hooking up to the information circuit.

With this leap in the board's thinking, Judy Healey introduced the concept of the relational model which a growing number of profit and nonprofit organizations were adopting. Unlike the traditional hierarchical model of leadership, the relational model is based on horizontal relationships. The Surdna board had originally pictured family involvement as a pyramid with Surdna at the top and the other philanthropies subordinate to it. As an alternative, Judy drew a picture of the individual Andrus family philanthropies connected by a network of lines. In this model, communication cuts back and forth across individuals and institutions.

As Judy explained, "The hierarchical model is a simpler system, but it doesn't work when an organization is trying to carve out new ground. The relational model is the standard for communication in the 21st century. Not only does it make better use of talent in an organization, it is best suited to new technologies like the Internet that support relational thinking and operate on networking models."

Most of the trustees embraced this new model, but a few had reservations about how effectively it would work in practice. It represents, after all, a profound shift in thinking. Judy acknowledged that the network would present more challenges to implement, but it also would allow for more creativity. Ed Skloot suggested naming the network cluster the Andrus Family Philanthropy Program (AFPP).

Andrus cousins accepted the committee's invitation to attend the meeting at the Surdna offices and the dinner afterwards. They came from 12 states and represented all eight family branches. It was the first time some cousins met and, for all, the first time they learned of one another's social concerns.

Before leaving the conference, guests were asked to fill out a brief questionnaire reporting their reactions to the meeting and availability for service. The responses were uniformly enthusiastic. The committee members had accomplished everything they had hoped for. Family members were fired up by the opportunities open to them and, in turn, their excitement energized the committee. If the family members had harbored any doubts about the Surdna trustees' commitment to expanding family involvement, they were dispelled by the January 30th event.

CLARIFYING THE PURPOSE OF THE ANDRUS FAMILY FUND

When the Surdna trustees first talked of starting a family involvement program, they hoped to attract the "best and the brightest" of the younger generation to serve on the Surdna board. At the Ojai retreat, however, the board had agreed to postpone adding new members to the Surdna board until it had reworked its governance policies and settled on a schedule for bringing on new members. Despite that decision, Judy believed that certain key questions regarding Surdna board succession had to be resolved before planning the Andrus Family Fund: What was the trustees' purpose in setting up a next-generation fund? Would it be a feeder or training ground for the

What was the trustees' purpose in setting up a next-generation fund?

Would it be a feeder or training ground for the Surdna board or, as had been discussed earlier, a vehicle for engaging the younger generation?

Surdna board or, as had been discussed earlier, a vehicle for engaging the younger generation? If it were a feeder, would that imply that serving on the Andrus Family Fund had value only as a gateway to the Surdna board, as some had regarded serving on the Homes' board?

The Surdna Foundation is the family's largest and most influential charitable institution, and being a Surdna trustee is considered by many family members to be the plum position to hold in the family.

Currently, the Surdna board has eleven seats. The bylaws permit adding a few additional slots, but the trustees were still undecided about how best to bring new members onto the board. They were unanimous, however, in their judgment that it was time to end the historic sequencing that entitled family members who first served on the Homes' boards to become Surdna trustees—a precedent established by Helen Benedict. Similarly, they did not want to establish a link between service on the Andrus Family Fund and service on the Surdna

FAMILY CONFERENCE SPONSORED BY THE FAMILY INVOLVEMENT COMMITTEE

January 30, 1999 at the offices of the Surdna Foundation

AN INTRODUCTION TO THE ANDRUS FAMILY PHILANTHROPY PROGRAM WITH A FOCUS ON THE HOMES BOARDS AND THE EMERGING ANDRUS FAMILY FUND

AGENDA

- 1:00 Welcome: Edie Thorpe, Chair, Family Involvement Committee
Quick introductions: Judy Healey, consultant
- 1:30 Mini-focus discussion groups
Topic: Personal Experience and Philanthropy
Discussion questions: What was an experience you have had personally with some form of philanthropy or giving? Or, tell about something that you did or saw someone else do that impressed you. Groups will be facilitated by participants.
- 2:00 Plenary Session
Briefings on the:
- John E. Andrus Memorial Home (Old Folk's Home) by Peter Benedict, Chair, Bob deVito, Executive Director, Geri Taylor, Executive Vice President of the Beth Abraham Health Services
 - Julia Dyckman Andrus Memorial Home (The Children's Home) by Larry Griffith, Chair and Gary Carman, Executive Director
- Each group will address the history of each home, responsibilities of the members of the respective boards and reasons why family members should remain involved.
- 3:15 Break
- 3:30 Briefing for the whole group on the Andrus Family Philanthropy Program
- Edie Thorpe will discuss the concept of the Andrus Family Philanthropy Program and the emerging Andrus Family Fund
 - Ed Skloot will discuss Surdna Foundation's efforts to link board members electronically and ideas on ways to connect the entire family in the future
- 4:00 Mini-focus brainstorming groups
Family Involvement Committee members will facilitate small group discussion to talk about the new programs and gather ideas from the participants for future Family Involvement Committee planning
- 4:30 Summary
Judy Healey: Wrap up and next steps
- 5:00 Conference will adjourn

not be eligible for the Surdna board. Rather, it was an effort on the part of the trustees to change family members' perceptions about the hierarchy of participation in the family's philanthropies. Undoubtedly, for some, a seat on the Surdna board would always be viewed as the crown jewel. The challenge facing the Family Involvement Committee was to design the Andrus Family Philanthropy Program so that family members would regard each form of participation in the program as valuable and satisfying in and of itself. The relational model of the Andrus Family Philanthropy Program provided the ideal vehicle for democratizing the family's philanthropies.

Another argument against adopting the feeder model was the high caliber of young family members. The January 30th meeting afforded the Family Involvement Committee the opportunity to talk with interested family members and review their resumes. These contacts reinforced the committee's belief that many younger family members had the maturity, experience, and readiness to serve on boards without going through an apprenticeship. The board agreed that the younger family members had too much to offer to relegate the Andrus Family Fund to feeder status; clearly it deserved to be an organization in its own right and one that engaged members emotionally and intellectually.

DEFINING THE ANDRUS FAMILY FUND

The Family Involvement Committee envisioned the Andrus Family Fund as a hybrid, a cross between an independent foundation and an adjunct board—at least in its first phase. The Surdna trustees wanted the young people to make the Andrus Family Fund their own and, in most ways, it would operate as an independent foundation.

We wanted younger family members, guided and mentored by a capable staff person, to learn about philanthropy in a very hands-on way," says Edie. "We wanted to give them the responsibility and the opportunity to build a grant-making entity from the ground up.

"We wanted younger family members, guided and mentored by a capable staff person, to learn about philanthropy in a very hands-on way," says Edie. "We wanted to give them the responsibility and the opportunity to build a grantmaking entity from the ground up. While we would be available as mentors should they need us, we felt the Surdna trustees had much to learn from these young people, too."

The committee recommended that membership on the Andrus Family Fund board be limited to family members between the ages of 25 and 45. By age 25, they

reasoned, younger family members would have a certain level of education and a few years of solid work or volunteer experience behind them. A ceiling of age 45 would assure that

More controversial was whether spouses would be eligible to serve. Larry Griffith initially opposed the idea. "It's not that direct descendants are brighter or more blessed," he said, "but rather that the family is so huge and the number of slots are limited." The other members of the committee, however, felt that by virtue of being spouses they were important to the family. Moreover, many were accomplished professionals who could bring valuable expertise to the Andrus Family Fund. The recommendation to include spouses inevitably led to a discussion of how to handle divorces. Should divorced spouses be allowed to finish their terms or should they be asked to step down? The majority felt that it would be best to have divorced spouses give up their seats at the end of their terms.

SETTING CRITERIA AND TERM LIMITS FOR THE ANDRUS FAMILY FUND BOARD

In setting policy regarding criteria and term limits for the new fund, the committee drew on the responses of participants at the January 30th meeting who, after all, would be invested in the new programs.

"The information surveys and discussions with the younger family members at the January 30th meeting helped shape our thinking about criteria and term limits," says Sam Thorpe. "We listened to what the young family members had to say, and we incorporated their ideas into our planning. We learned as much from the people who said they were interested as from those who said they were too busy to serve."

The committee agreed on the following criteria for Andrus Family Fund board members:

- a level of personal achievement in one's own life
- demonstration of volunteer interest
- formal education or life experiences that would qualify for this work
- flexible schedule to allow for attending meetings or other forms of interaction with Fund
- an interest in leading younger members of the family
- outside interests
- travel experience or other broad perspective
- agreement with Surdna Foundation Statement of Culture
- demonstrated evidence of collaborative working style

Appointments to the Surdna board and Homes boards had traditionally been for life. Continuing that policy with Andrus Family Fund board members would defeat the aim of greater family involvement. Moreover, the fact that most younger family members had full-time careers meant that they would be giving up vacation time to serve on the board for one or, perhaps, two terms—something they would be unlikely to continue indefinitely. The committee recommended that the Andrus Family Fund have term limits and a cap on the number of consecutive terms a board member could serve.

Because the new board members would begin serving at the same time, term limits would have to be staggered to avoid having their terms expire at the same time. Accordingly, the Family Involvement Committee recommended terms of one, two and three years, renewable for each board member for a maximum of six years. After the initial staggered terms expired, board members would rotate off the board after serving a maximum of six years. An exception would be made for those members who started off with the one-year term; they would serve a maximum of seven years without rotation. Rather than developing an elaborate system for deciding which board member would get the longer or shorter terms, the committee members settled on simply picking numbers out of a hat.

DELINEATING RELATIONSHIPS WITHIN THE ANDRUS FAMILY PHILANTHROPY PROGRAM NETWORK

A more taxing exercise for the committee was figuring out the relationships among the Andrus Family Fund, the Surdna Foundation, and the Family Involvement Committee. With help from Ed Skloot and Judy Healey, the committee hammered out its recommendations to the Surdna board:

- Initially, the Andrus Family Fund will be a sub-fund of the Surdna Foundation, operating under its 501(c) (3) exemption. In the future, the Andrus Family Fund may be spun off as an independent foundation.
- The Surdna board, on recommendation of the Family Involvement Committee, will appoint the first board of the Andrus Family Fund. Every effort will be made to select the most qualified persons.
- The trustees will be selected from applicants across the family. The structure of board membership will not be based on branch representation, but every attempt will be made to reach out to the broader family.
- The Family Involvement Committee will continue to be involved with the Andrus Family Fund as it develops, and it will guide the development of other efforts to inform and involve the family under the Family Involvement Program.

- The Andrus Family Fund board will plan a retreat at its initial meeting to design the Fund's program and determine its meeting schedule.
- The Andrus Family Fund will initially be housed in the Surdna Foundation offices
- The relationship between the Surdna Foundation and the Andrus Family Fund will be ongoing, perhaps holding a joint annual meeting.

The Surdna Foundation agreed to give the Andrus Family Fund \$1 million for grant-making in its first year, and the trustees felt that it made more sense to do it on a pass-through basis. With an endowment, the board would have to immediately concern itself with investments. The Surdna trustees preferred that the new board members focus first on developing its philanthropic mission. The Andrus Family Fund board would have the authority to write its own charter and mission and to select its own program areas but as long as it remained a sub-fund of the Surdna Foundation, the Surdna board ultimately had responsibility for approving all Andrus Family Fund grants.

RESEARCHING LEGAL ISSUES

Neither the Andrus Family Philanthropy Program nor the Andrus Family Fund would be legal entities in their own right. Both would be funded by the Surdna Foundation and, therefore, would operate through it and within the parameters of the tax laws governing private foundations. Because of these unique conditions, the Surdna board directed the committee to seek legal advice on the limits of what the Foundation could do.

In the opinion of John Lynagh, the attorney for the Surdna Foundation, the operation of the Andrus Family Fund would not raise legal issues as long as

- 1) its grantmaking was consistent with Surdna's charitable purposes and its status as a tax-exempt private foundation, and
- 2) disqualified persons (directors, officers or descendants of the founder) did not receive personal gain from its activities.

The establishment of the Andrus Family Philanthropy Program raised novel legal issues under state laws relating to charities and federal tax laws. As the first program sponsored by a family foundation to promote philanthropy, education, and community service among its family members, no prior legal rulings addressed those issues. From a legal perspective, the activities of the Andrus Family Philanthropy Program would not appear to be problematic since its activities are intended to ensure Surdna's continued existence and governance. Moreover, promoting community service among family members is consistent with its founder's concept of philanthropy and with Surdna's own programs: Effective Citizenry, Community Revitalization, and the Nonprofit Sector Initiative.

“As a general rule,” Lynagh wrote, “expenditures should always be linked to activities furthering Surdna’s purposes as a foundation. If activities were to reflect the family’s goals rather than Surdna’s purposes then they might become problematic, even though philanthropic. In that regard, the activities and expenditures of the Andrus Family Philanthropy Program should be carefully recorded.”

As with any program run under the auspices of a philanthropic foundation, the program’s legality depends on the details of the activities involved. The Surdna trustees were aware that the Andrus Family Philanthropy Program plowed new ground, and they intended to work closely with John Lynagh, the Surdna Foundation’s attorney and a board member, as the program moved into full gear over the next few years.



CHAPTER SIX

FILLING BOARD AND STAFF POSITIONS

NOMINATING CANDIDATES FOR THE HOMES’ BOARDS

After reviewing the resumes and essays of all the applicants, the Family Involvement Committee submitted the names of six candidates to the nominating committees of the Homes. The nominees were deemed to have the education, volunteer experience, interests and abilities best suited to each board. Among the nominees was Caroline Andrus, the first in-law nominated to serve on a family board since Eddie McGee. The committee was particularly pleased that Caroline also represented a family branch that had not been represented on any of the boards for 20 years.

When the Surdna board launched the Family Involvement effort, its goal was to have a one-person, one-board policy so that family members could become experts in the work of one institution. Given the overlapping interests of the Old Folk’s Home and the Helen Benedict Foundation, however, the committee recommended that fifth-generation board members appointed to the Old Folk’s Home should also serve on the Helen Benedict board.

The Children’s Home’s board still had three remaining vacant seats, and the committee hoped to identify additional qualified young family members who had not yet responded to its invitations to fill those seats. It mailed a second letter to the younger generation reminding them that attendance at the January 30th meeting was not a prerequisite for selection to the Homes’ boards. Those who hadn’t yet filled out the information survey still had time to indicate their interest in serving on the boards. The committee received a few additional responses from interested fifth-generation family members, but one only was available for service.

STAFFING THE ANDRUS FAMILY PHILANTHROPY PROGRAM/ANDRUS FAMILY FUND

Before the Family Involvement Committee could begin planning the staffing and managing the Andrus Family Fund and the Andrus Family Philanthropy Program, it had to resolve several questions: Was starting up and managing a new fund a job for one person or two? Should a consultant experienced in starting new foundations be hired for the first phase while the Surdna board looked for a permanent executive director? Were the skills needed for the Andrus Family Fund different from those needed for the Andrus Family Philanthropy Program? And given the many unknowns about how well this complex program would work, would it be better to offer a short contract or a multi-year contract?

Ed Skloot had worked with numerous start-up organizations. He favored hiring an executive director who had start-up and organizational development skills to be the executive director of the Andrus Family Fund and of the Andrus Family Philanthropy Program. The committee took Ed's advice and together they generated a list of responsibilities for the new executive director.

Specific responsibilities for the director the Andrus Family Philanthropy Program and the Andrus Family Fund:

- Advises the Family Involvement Committee and the Surdna Board on the directions, key issues and operational problems at the Andrus Family Philanthropy Fund and receives guidance in return
- Works with Andrus Family Fund members and others to create and implement a program that engages the family in philanthropy and community service
- Works with Andrus Family Fund board members to define themes and approaches to grantmaking and to make grants
- Formulates with the board of the Andrus Family Fund its schedules and operating procedures (e.g. meetings, convenings) and implements them
- Administers the Andrus Family Fund with assistance as necessary from Surdna staff
- Creates a mechanism for giving and getting feedback regarding family philanthropy programs and Andrus Family Fund grantmaking
- Designs and implements with the Family Involvement Committee, Surdna board, and AFPP participants a communications program that engages the Andrus family
- Facilitates the productive intersections of work, collaborates where relevant and appropriate with Surdna Foundation staff in program grantmaking, developing

- Acts as spokesperson for the AFPP in dealings with the "outside world"
- Acts as advisor/mentor to family members, assisting them to learn about philanthropy, service and local involvement opportunities
- Engages in special projects as requested by the Family Involvement Committee, AFPP participants, Andrus Family Fund members and the Surdna board

DETERMINING REPORTING RESPONSIBILITIES FOR THE NEW EXECUTIVE DIRECTOR

The design of the Andrus Family Philanthropy Program was complex, and Judy Healey cautioned the committee that a network of programs could become chaotic without a strong supporting structure. Key to its success was developing a carefully delineated plan for how its various parts would interact. Besides reporting to the chair of the Andrus Family Fund board, the committee recommended that the new director also report to the chair of the Family Involvement Committee, which would continue its involvement with the new board. The director's ultimate accountability, however, was to the Surdna board.

The committee anticipated that as the project developed, different reporting and accountability relationships might develop. The Andrus Family Fund and Andrus Family Philanthropy Program, for example, might each become independent in the future. In that light, the committee felt it would be wise to increase the number of family members involved in the work and oversight of the Andrus Family Philanthropy Program, thus strengthening the network and ensuring its continuity.

The Andrus Family Fund would be housed initially in the Surdna office, and Judy advised the trustees to consider the consequences of that arrangement. If badly managed, it could trigger territorial conflicts between the Surdna staff and the Andrus Family Fund. If well managed, it had the potential of benefiting both staffs. The new executive director could profit from the extensive experience of the Surdna staff in grantmaking, program development and evaluation, and the Surdna staff could become more connected to the extended family through the Andrus Family Fund. While the committee wanted to encourage these collaborative liaisons, it did not want the programs of the new fund to replicate those of the Surdna Foundation. They

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In another effort to promote smooth communication, the committee recommended that the Surdna board appoint a “management team” representing each entity. The team would be composed of the chair of the Surdna board, the chair of the Andrus Family Fund board, the chair of the Family Involvement Committee, the executive director of the Surdna Foundation and the executive director of the Andrus Family Philanthropy Program. The purpose of the team would be to ensure regular discussion of how day-to-day working relationships were developing.

THE AFPP MANAGEMENT TEAM

Elizabeth Andrus Chairperson Surdna Foundation	Steven Kelban Executive Director Andrus Family Philanthropy Andrus Family Fund	Edward Skloot Executive Director Surdna Foundation
Cameron Griffith Chairperson Andrus Family Fund		Edith Thorpe Surdna Board Member Chair Person Family Involvement Committee

KEEPING FAMILY AND BOARD INFORMED

The combination of excellent teamwork and Edie’s superb organizational skills created a momentum that not only allowed the Family Involvement Committee to meet its deadlines but, occasionally, to surpass them. In the heat of developing the program, however, the committee would sometimes race ahead of the Surdna board and of the family. The members had to remind themselves to stop periodically to check whether they were keeping all parties up-to-date on the committee’s activities.

On one occasion, the committee was about to begin nominating family members for the Andrus Family Fund when it realized that it had not fully briefed the extended family on the design of the Fund. The committee postponed the nominating process until the whole family had a chance to review the plan and express their interest in serving. In the spring, it circulated a second letter to the family that gave a detailed picture of the Andrus Family Fund as well as other opportunities for participation.

The committee had similar concerns in regard to the Surdna board. Early on in the process, Judy cautioned the committee to be mindful of what she called the “inside/outside” board dynamic: the risk that the board members on the committee would be seen as “insiders” and the others would feel like “outsiders.”

“Once we got started,” says Edie, “we were going great guns. Between Surdna’s quarterly board meetings, the committee might have as many as six conference calls. It was difficult to keep the other Surdna trustees up to speed with the committee’s pace. They sometimes felt that the committee was on a runaway train, and they were left behind on the tracks. We had to keep reminding ourselves that we were a committee of the board, not a separate entity.”

We had to keep reminding ourselves that we were a committee of the board, not a

To keep the board up-to-date on its progress, the committee asked the chair of the Surdna board to grant it additional reporting time at meetings. The Surdna board meetings are long and intense, and the trustees resist extending them. Because of the importance of this project to the family, however, the chair granted the committee’s request.

separate entity.

EMBARKING ON THE SEARCH FOR THE NEW DIRECTOR

The Surdna board gave the committee the green light to hire an executive director for the Andrus Family Philanthropy Program and the Andrus Family Fund. Edie, Judy, and Ed interviewed several search firms. They recommended hiring the Los Angeles firm, Hamilton, Rabinovitz & Alschuler, which they felt best understood the aims of the new program.

The Andrus Family Philanthropy Program is a complex design that takes a nontraditional approach to management, program work and reporting responsibilities. Finding the right person would not be easy. The executive director must not only possess a breadth of knowledge and skills, but also have the agility to work with the chairs of the Surdna Foundation, the Family Involvement Committee, and the Andrus Family Fund. The dynamics of such an arrangement would place demands on even the most politic and flexible personality. Because the program was the first of its kind, the committee had to create criteria for measuring the executive director’s success in this new position.

STANDARDS FOR MEASURING SUCCESS OF THE EXECUTIVE DIRECTOR

The Executive Director of the Andrus Family Philanthropy Program has worked with the Family Involvement Committee and the Board of the Surdna Foundation to achieve the goals of the Program by:

- engaging capable, interested Andrus family members in a number of ways in the Program—ways that both strengthen the existing family philanthropic entities and help the individuals develop leadership skills for work in their own communities
- helping to revive and nurture a genuine pride in our family's philanthropic work because of more knowledge about and involvement in the AFPP and its various component parts—not a historical strength of this family
- designing an evaluation component with measurable outcomes (similar to the original plan for the program submitted in September 1998) to not only help us in the ongoing work of the Andrus Family Philanthropy Program, but also assist other families interested in similar family involvement work
- developing creative methods of regional involvement, possibly collaborating with other family foundations in the process
- guiding and directing the Andrus Family Fund Board in its work and, in so doing, creating an exciting, innovative and effective grantmaking organization that has multiple educational opportunities for younger family members and that mentors younger people well
- helping create and monitor new ways of linking the family via communications vehicles (newsletters, technologies, etc)
- maintaining balance in his/her own life

SELECTING THE NEW EXECUTIVE DIRECTOR

The search for the new director proved to be a time-consuming process. From the original list of 166 promising candidates, the committee selected 35 semi-finalists. Over the next six weeks, Ed Hamilton, a principal in the search firm, met with each candidate in person. In a memo to the committee, he grouped the semi-finalists into tiers according to their strengths and summarized his impressions. From that list, the interviewing team—the committee, Ed Skloot and Judy Healey—selected six finalists. By mid-November, it had completed reference checks and scheduled a weekend of interviews with the candidates.

The Family Involvement Committee was unanimous in its choice of Steve Kelban as the executive director of the Andrus Family Philanthropy Program/Andrus Family Fund. A lawyer, he had served as executive director of the Public Interest Law Center at the New York University of Law and directed the School's prestigious Root-Tilden Scholarship Program. While at NYU, he created Pro Bono Students America, an

more than 8,500 public interest organizations around the country. Previously, he had been a program associate in the justice program of the Edna McConnell Clark Foundation. Besides his impressive formal credentials, Steve possessed the humor, open and easy manner, and love of challenges needed by a director asked to launch a far-reaching, complex, and groundbreaking venture.

"Steve Kelban is a Pied Piper," says Larry Griffith. "He knows how to engage and challenge young people. He did it at NYU law school, and we think he'll do it with our younger family members."

NOMINATING ANDRUS FAMILY FUND BOARD MEMBERS

Now that the Family Involvement Committee had hired the new executive director and filled most of the seats on the Homes' boards, it prepared to nominate an initial slate of eight candidates for the Andrus Family Fund board. That number would increase to twelve members over the next two years.

Edie had asked the committee to review the information surveys submitted by interested family members. The members identified eight candidates who would bring a variety of talents, interests, and areas of expertise to the board. Edie talked to each of the nominees by phone to verify their availability and to be sure they understood what board service entailed.

The committee had worked hard to ensure an open and democratic selection process for board service. It had originally sent out letters to 200 family members over the age of 25 and encouraged everyone to complete and send in the information surveys. The hope was that by casting a wide net it would attract a cross-section of fifth-generation family members to serve on the board of the Andrus Family Fund. No one expected that all 200 would be interested in philanthropy or in serving on boards and, in fact, the Surdna trustees' first attempt at outreach yielded 25 applications. That was a respectable return given that the Surdna board's historic closed-door policy had excluded the majority of the family from its philanthropic activities. The result of that policy was that some younger family members viewed the invitations from the Family Involvement Committee with skepticism.

Ann Williams was one family member who hesitated to fill out the survey. Although she had had an interesting and varied work life and cared deeply about social issues, she assumed that she lacked the credentials and family connections to be considered for board service. "If my mother and husband hadn't encouraged me to send in my survey, I never would have done it," she says. "My family wasn't part of the inner circle, and I found the whole idea of going to the January 30th meeting pretty intimidating." Ann's fear of feeling like an outsider proved unfounded. When the day was over, she felt welcomed by the family and eager to take advantage of the opportunity offered to her. Later, Ann would be appointed to the board of the Andrus Family Fund, making family history as the first person in the Ida Andrus Williams branch to serve on the board of an Andrus charitable institution.

Despite its efforts to ensure an open, fair, and inclusive nominating process, four of the eight nominees for the Andrus Family Fund board were children of Surdna trustees and three of those trustees were also members of the Family Involvement Committee. That the children of the committee members were motivated to serve wasn't surprising. For the past year and half, their parents were immersed in developing the family involvement program, and they communicated their excitement to their children. Nonetheless, the committee members had concerns about selecting their own children.

"We were aware that many of our offspring were nominees," says Larry Griffith, "but none of us pushed them to serve. Our kids know the pleasures and headaches that come with the work; they wanted to serve. For a time the committee was hesitant to move ahead with their nominations, but the ship had to leave the dock. If others weren't ready to join the board now, we'd try to entice them later. Besides, the situation is different now that there are term limits for new board members. No one is appointed for life anymore."

Extended family members still had a chance to serve in the first round of appointments. There were several vacancies on the boards of the Homes and the Helen Benedict Foundation and four seats open on the Andrus Family Fund board. Edie pushed the committee to work harder to identify talented people among the fifth generation.

"By the end of the year 2000, we will elect two more directors to the Andrus Family Fund," says Edie, "and neither have connections to Surdna trustees. We will try to do the same with the last two seats to be filled in 2001. We have been clear with the family that there are criteria for board service and that there would be other opportunities for those not appointed in the first round."

REACHING OUT TO THE EXTENDED FAMILY AT THE CONCINNITY

After the success of the information session presented at the January 30th meeting, the Family Involvement Committee proposed that the Surdna board offer what they playfully called "Philanthropy 101" at the 1999 Concinnity. The purpose would be to inform the extended family about philanthropy in general and the family's philanthropies in particular. It would also be an opportunity to talk with them about the Andrus Family Philanthropy Program and invite their participation in future projects, such as the newsletter and information exchanges on the Internet.

Edie wrote a letter to the entire extended family announcing the committee's plans to develop the information session and soliciting their ideas on what information would be most interesting to them. A separate letter was sent to those who attended the January 30th conference. Having had experience with one such meeting, they might have suggestions on how the presentation could be strengthened. Their input was incorporated into the program agenda.

CONCINNITY Philanthropy 101 Program August 21, 1999	
8:30	Coffee
8:45	Welcome and introduction Fred Moon: Surdna's role in the family involvement effort Edie Thorpe: Overview of the Andrus Family Philanthropy Program
9:00	Judy Healey: Overview of the field of philanthropy and family philanthropy Ed Skloot: Family foundations from a staff perspective Libby Andrus: Family foundations from a board perspective Question-and-answer period facilitated by Judy Healey
10:00	Break
10:10	Information briefings Fred Moon: Surdna Foundation Larry Griffith: The Children's Home Peter Benedict: The Old Folk's Home Edie Thorpe: The Andrus Family Philanthropy Program
10:30	Breakout session I Group I: Surdna Foundation led by Fred Moon, Libby Andrus, and Ed Skloot Group II: Andrus Family Fund/Andrus Family Philanthropy Program led by Edie Thorpe, Sam Thorpe, and Judy Healey Larry Griffith and Peter Benedict act as "floaters" between the two groups
11:00	Breakout session II (reverse of session I)
11:30	Question-and-answer period facilitated by Judy Healey
11:45	Close

Some 237 family members attended the concinnity. One hundred of them chose to attend "Philanthropy 101" rather than play golf on a summer morning. Many were impressed by what they learned about the work of the family's philanthropies and, for the first time, they saw opportunities for themselves and their children to have a role in this part of the family's history. The committee passed out information surveys and encouraged family members who had not yet done so to submit them for consideration. It would not present the slate of nominees for the Andrus Family Fund



CHAPTER SEVEN

LAUNCHING THE ANDRUS FAMILY PHILANTHROPY PROGRAM

PLANNING THE FUTURE OF THE FAMILY INVOLVEMENT COMMITTEE

The four members of the Family Involvement Committee had taken on a monumental job and, to their credit, they achieved their major objectives. In just 18 months, the committee, in collaboration with the Surdna board and staff, had created the Andrus Family Philanthropy Program, a network encompassing all the family's philanthropic institutions and educational activities. It had designed the Andrus Family Fund for younger family members and recruited candidates through intensive outreach efforts that included the January 30th and "Philanthropy 101" informational meetings. New family members were already serving on the boards of the Homes and, after a thorough search involving the use of a search firm, the committee had selected an outstanding executive director to head the Andrus Family Philanthropy Program/Andrus Family Fund. Throughout the 18 months, the committee held close to 30 conference calls, prepared detailed reports for quarterly meetings of the Surdna board, and kept the extended family apprised of its activities. The work was demanding and the pace sometimes fatiguing but with its goals met and its previously unimagined solutions now institutionalized realities, the committee members felt a well-earned pride in their accomplishments.

"It was a lot of work," says Larry Griffith, "but it wasn't an onerous task. We wanted to do it. When the Family Involvement Committee was formed, we didn't have the wisdom to end up where we did. None of us realized how much of a difference our work would make. Not only have we created new opportunities for family members through the Andrus Family Philanthropy Program and the Andrus Family Fund, but our work has also ignited interest for things happening in the family."

The future of the Family Involvement Committee—indeed, whether it ought to have a future—had not been discussed by the Surdna board. In fact, the trustees had never put in writing the committee's status or its official duties. The committee submitted a memo to the board asking that it name the Family Involvement Committee as an official

responsibilities. The board moved that the Family Involvement Committee should continue as an ad hoc committee until February 2002 when its purpose will be reviewed. In the meantime, the committee would continue to act as a liaison between the Surdna board and the staff of the Andrus Family Philanthropy Program. It would also continue to nominate family members to the boards.

GETTING STARTED

In February 2000, Steve Kelban assumed the position of executive director of the Andrus Family Philanthropy Program and the Andrus Family Fund. Two months later, the board of the Andrus Family Fund held its first retreat. Libby Andrus, the current chair of the Surdna Foundation, set the tone for the Andrus Family Fund in her message to the new board, a challenge that young family board members are unaccustomed to hearing from the older generation: the Surdna board wants you to make us uncomfortable.

"If the younger family members had come directly onto the Surdna board," says Libby, "they would have had to adjust to an established culture. What's exciting about the Andrus Family Fund is that the board members can create their own culture and determine their own direction. We don't want them to do things exactly as the Surdna board does. If they

simply followed in our footsteps, we wouldn't succeed in our mission. We want the young family members to challenge our thinking, to make us look at our own process. We want to learn from them."

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For the Surdna trustees, the launching of the Andrus Family Philanthropy Program and the Andrus Family Fund was a time to stand back and enjoy the fruits of their labor. In Edie's words: "The Andrus Family Philanthropy

Program and the Andrus Family Fund are an important legacy to the family. John Andrus started the foundation and the Children's Home. His daughter, Helen Benedict was a strong leader of Surdna and established the Old Folk's Home. John Andrus III brought Surdna into the 20th century when he hired a professional staff. And now John Andrus' great-grandchildren are offering a whole new set of opportunities to our larger family and ensuing generations. There is more openness in our generation and a real concern about fairness and inclusivity. We are truly proud of what we planned."

The launching of the new programs marked a milestone in the history of the Surdna Foundation. Just 15 years earlier, Waldemar Nielsen had called the Surdna Foundation "persistently sluggish" and its accomplishments, at best, mediocre. Now the foundation had created a groundbreaking program for educating and engaging a large family in philanthropy and community service, a program that has the potential for taking family foundations into a new frontier. "If Waldemar Nielsen were to write about the

HEARING FROM THE NEW BOARD MEMBERS

By the end of the year 2000, the new members of the Children's Home and the Old Folk's Home had been serving on those boards for a year and the eight members of the Andrus Family Fund board were jump-starting their fund. To the surprise of the older generation, the new members were spending more time on board-related tasks than they or the Surdna board ever imagined they could handle. Given all the concerns about the time constraints on the younger generation, it was instructive to hear from the new board members themselves about why had they chosen to serve at this stage of their lives and what serving on the boards meant to them.

For many, the opening of the doors to the family philanthropies was, in itself, an attraction. They had attended the January 30th meeting out of curiosity, never thinking that they actually had a chance to serve on a board. As Kate Downes put it, "I thought you had to be a family big shot to serve on the boards." The presentations by the Surdna trustees, however, convinced the attendees that not only would qualified blood relatives have a chance to serve but that their spouses would, too. That invitation took Kate's husband, Ken Downes, by surprise; he thought that he had been invited to the meeting only to accompany his wife. The possibility of serving on a board had particular appeal to Ken, an ordained clergyman. "I'm in my late thirties," says Ken, "and making that middle-aged shift to thinking about mission and purpose in life. Kate and I had recently decided to make financial sacrifices so that we could work on projects we felt passionate about. Serving on the Andrus Family Fund board was a good fit for this time of my life and a natural extension of my training."

Others responded to the warm and enthusiastic tone of the letters they received from the committee and the plans the committee had in store for the younger family members. Those who attended the January meeting were further persuaded that the broad welcome and invitation to serve was genuine. The fourth generation had stressed that they wanted the fifth generation to join them as active partners in carrying on the family legacy and that they wanted to hear their thoughts on how to make this new venture succeed. Later, when the younger family members saw that their ideas and suggestions had actually been incorporated into the plans for the Andrus Family Philanthropy Programs and the Andrus Family Fund, they had further evidence that they were being taken seriously. Edie's personal notes and follow-up phone calls to those who attended the January meeting generated more good feelings. "Edie provided the friendly face, the voice on the telephone," Caitlin Hawkins. "She showed us that the Surdna board would be accessible to us."

Although the Andrus family had been holding Concinnities for the past 25 years, their numbers made it difficult for cousins from the different branches to get to know one another well. That was particularly true for the fifth-generation. At the January 30th meeting, however, the cousins learned that they were connected by more than blood. "Even though we had grown up in different parts of the country and some of us had never met before," says Peter Benedict, "we discovered that we shared the same values and many of the same interests. After meeting my cousins, the idea of working with my family toward a common goal and

The commitment to carrying on the family's philanthropic legacy was particularly strong among fifth-generation family members whose parents served on the family boards. That was the case for Larry Griffith's son Cameron and his daughter Melinda. "The work of the Surdna Foundation and the Children's Home are a huge source of pride for my father," says Melinda, "and it was a big part of our lives. We saw how much it meant to him. When I attended the 70th anniversary celebration of the Children's Home and saw what they were doing, I felt that I could make a contribution working on the board. My daughter is only two years old and it's hard for me to make all the meetings, but I don't want to miss this opportunity to be involved."

The desire to contribute to society and to improve the lives of others was a common theme among fifth-generation family members who applied to serve on the boards. Tim Thorpe, Edie's stepson, sees serving on the Andrus Family Fund board as an opportunity to make a major contribution that he could never make on his own or with his own money. And Ann Williams says that being on the new board has already expanded her horizons. "There's something strengthening about working with the family and feeling part of a greater community. It opens up possibilities for what we can do together, and it makes what I can do in my own community seem more real."

Some chose to serve on a Homes' boards because their professional training or volunteer experience dovetailed with the focus of the institution. Kate Downes, an attorney with a specialty in elder law, joined the board of the Old Folk's home, and Caroline Andrus brought her experience from serving on two school boards to the Children's Home board. Those attracted to serving on the Andrus Family Fund, however, expressed the same motivation: they saw it as a once-in-a-lifetime chance to influence the direction of a new fund and to create a legacy for future generations. "There are no parameters," said Cameron

Griffith. "It's very exciting to start from scratch and to create something new. I didn't know most of my cousins from different branches, so getting to know them through a project like this was also a big draw."

Serving on an Andrus family board requires a major time commitment, something that is not easy for any of the new family members to manage. Yet, all are aware that they have been offered an exceptional opportunity that they

I don't think I'd feel the same deep meaning from this work if I weren't doing it with my cousins and as part of the larger Andrus family.

cannot let pass by. The satisfaction of making a contribution is heightened all the more by doing it with family members. "Serving on the Andrus Family Fund has allowed me to integrate a part of my life never integrated before," says Ann Williams. "I don't think I'd feel the same deep meaning from this work if I weren't doing it with my cousins and as part of the larger Andrus family."



Although the Surdna Foundation is over 80 years old, its board has only functioned as an active working board since 1990. In that light, its achievement in conceiving, developing, and implementing projects as ambitious as the Andrus Family Fund and the Andrus Family Philanthropy Program—and doing it in less than two years—is even more impressive. When asked to identify the key factors contributing to the success of the project, those interviewed mentioned the following:

A MOTIVATED COMMITTEE

The four members of the Family Involvement Committee—Edie Thorpe, Larry Griffith, Peter Benedict, and Sam Thorpe—were unwavering in their commitment to the committee's mission. During the entire 18-month process, no one missed a conference call or came up short on an assignment. Their optimism and open-mindedness created a momentum that carried the process forward and to a place that none had imagined when they began. The joy of working together in a creative process also built a special camaraderie among the committee members. "We felt that we were doing important work," says Peter. "We were creating a model that would serve the family and serve the field, and that was very exciting to us."

STRONG LEADERSHIP

As hardworking and harmonious as the committee was, it could not have accomplished as much and as quickly without Edie's leadership. Her combination of organizational skills, perseverance, and caring were the keys to the committee's success. "Edie was the force behind the committee," says Ed. "You need someone to move the process along, and Edie was the one who did it. She was determined to make it happen. She kept track of everything and kept everyone on track. The family involvement project was one of the best executed pieces of work this foundation has ever done."

PROFESSIONAL GUIDANCE

Although Edie had the right personality and skills for the job, she lacked the experience to lead a project of this magnitude on her own. From the start, she turned to professionals for guidance. “Our committee’s work was greatly enriched by the professionalism of Judy Healey, Ed Skloot, and Dara Major,” says Edie. “They challenged us, educated us and, most of all, supported us in innumerable ways.”

Judy Healey worked most closely with the committee throughout the planning process. Beyond instructing the committee in the mechanics of planning, she guided the committee’s thinking about the process. “Judy put the committee’s ideas into a form that enabled the committee to go forward,” says Libby Andrus. “She asked the right questions, provided the framework for their thinking, and broadened the discussions by bringing new ideas and adding another point of view. It was imperative for the success of the project to have an outside consultant as part of the team.”

CAREFUL PLANNING

Key to the committee’s steady progress was its careful, deliberate planning. Before moving ahead, it fully explored possible consequences of each proposal. For every phase of the project, it spelled out specific goals and outcomes, outlined responsibilities and criteria for key players, defined lines of authority, listed tasks, and set timelines for the duration of the project.

COMPLEMENTARY SKILLS

Edie’s and Judy’s complementary strengths added to the committee’s effectiveness. Judy’s intuitive, conceptual approach was balanced by Edie’s attention to details. Edie contributed knowledge of the family and its history, and Judy brought her knowledge of nonprofit organizations and family foundations. The two worked closely together, each benefiting from the other’s talents and skills.

TRANSPARENCY

From its launching at the Ojai retreat, the family involvement effort was a model of collaboration. The Family Involvement Committee took the lead in planning but, at each step, it consulted with the board, integrating their thoughts into the design. The principles of openness and inclusiveness—which, after all, were the driving forces of the project itself—guided the committee’s communications with the board, staff, and family. The January 30th meeting, the “Philanthropy 101,” and the letters sent to the extended family marked a new level of communication with the extended family. “We didn’t want any surprises,” says Larry Griffith. “We wanted everyone to know what was going on and to feel part of the process at each step along the way.”

FOLLOW-THROUGH

Expanding family involvement might have remained another good idea had the board continued only to talk about it. Instead, it took action, forming the Family Involvement Committee and seeing the project through to completion. “You can’t just dream up ideas and assume they’ll happen,” says Ed Skloot. “That’s the Achilles heel of every institution. It may sound like pablum to say it, but intention has to be matched with implementation. You have to have a plan and follow it all the way to the end—something Edie is great at.”

TRUST

The Surdna board placed its trust in the young family members to design their own program and challenged them only to outshine their elders. “That’s a wonderful message,” says Steven Kelban, “and it is what attracted me to working with the Andrus Family Fund. The Surdna trustees really want the younger generation to make this Fund their own. That’s a very healthy thing for an older generation to do—to take parental pleasure in watching the younger generation become independent.”

PROFESSIONALISM

The hallmark of the family involvement effort was its standard of professionalism. When the board decided to house the Andrus Family Fund in the offices of the Surdna Foundation, it recognized that just as the arrangement had the potential to be mutually beneficial, it could just as easily breed competition between the two staffs. That was a concern of Steve Kelban, too, when he interviewed for the job of executive director. Wouldn’t Ed Skloot see him as encroaching on his territory, and wouldn’t he resent the board taking money from the Surdna budget to give to the Andrus Family Fund? And, furthermore, would the independence of the Andrus Family Philanthropy Program be protected in that setting? “Those were logical questions to raise,” says Ed. “The board, committee and I had many conversations about how the new programs would fit into the existing structure. I was included in the process from the start. Nothing was hidden. I never saw this project as a competitor. From day one, I thought it was a terrific idea: It serves the family, it serves the foundation, it serves philanthropy and, one day, it will serve me if some of those younger family members end up on the Surdna board.”



CONCLUSION

Family Concinnities have been a tradition in the Andrus family for the past 25 years. A record 237 family members representing eight branches and four generations from across the country attended the 1999 Concinnity. That a family this size continues to meet—and that attendance at the reunions continues to grow—indicates the importance the Andrus family places on maintaining family ties.

Building on bonds strengthened at the Concinnities, the Surdna board set out to connect family members through another family tradition: philanthropy and community service. By making education and training the aim of the Andrus Family Philanthropy Program, the trustees moved beyond conventional thinking about succession planning. Instead of preparing family members to be grantmakers only, they would prepare them to be good citizens in their home communities.

The Andrus Family Philanthropy Program will be the primary source of information exchange. Using print and electronic media, it will keep family members up-to-date on the activities of the family's philanthropies as well as on community service projects in which family members are involved. Family members will educate one another about their particular interests, perhaps encouraging some family members to join together in working on projects or helping family members to establish similar projects in another community. Family members in the same region who share similar interests may also want to organize informational meetings for themselves or other members of their community or, more ambitiously, host meetings on the Internet for the entire family.

In creating the Andrus Family Philanthropy Program, the Surdna trustees have broadened the definition of succession planning. Preparing family members to sit on foundation boards involves more than teaching them about trustee responsibilities or grantmaking practices. It requires cultivating in young family members a concern about the state of the world based on education and community service. Today, new technologies offer family foundations a myriad of avenues for connecting and educating family members. The Andrus Family Philanthropy Program offers a model for



EPILOGUE

The Andrus Family Fund got off to a running start with its retreat in the spring of 2000. By year's end, the board had agreed on its mission and program areas and drawn up the guidelines (bylaws) for the Andrus Family Fund.

The mission statement defines three challenges the board set for itself:

- 1) As leaders in a next generation family fund, we challenge ourselves to respect the tradition and philanthropic values of our family as we explore new perspectives and innovative models for giving;
- 2) As individuals who have come of age in a world still unsafe for many, we challenge ourselves to collaborate with those working to create safer environments, whether physical, emotional, or psychological;
- 3) As board members of the Andrus Family Fund, we challenge ourselves to contribute to the body of knowledge and experience about what is necessary to create and sustain effective social change. We will do this by focusing on transitions—those critical junctures in time and process—that, if properly attended to, effect positive change.

The Andrus Family Fund board selected the overarching theme of transitions to provide a framework for its thinking about the Fund's mission and goals. Within that framework, it selected two program areas for initial exploration:

- 1) the transition from foster care to independence, and
- 2) community reconciliation, which explores how communities can acknowledge past wrongs and begin a healing process. The AFF Board believes, "one vital factor in creating successful social change is honoring the emotional and psychological effects of the change process. Therefore, we will focus our grantmaking around this factor, while seeking to educate others about the relationship between external change and internal transitions."

The board members apply the theme of transitions to themselves as well. As the first members of the Andrus Family Fund, they are the transitional board members.

already established a Youth Service Program to foster community involvement in sixth-generation family members between the ages of 12 and 15. Each young person in the program will be mentored by an Andrus Family Fund board member. Furthermore, each will receive a small grant, perhaps \$500 to \$1,000, to donate to organizations in his or her community. Because of geographical limitations, the primary tool for teaching the young people how to research organizations will be the Internet.

The blending of goals of the Andrus Family Family Philanthropy Program and the Andrus Family Fund is also evident in another innovative program the board created: Board Exploration Triads (BETs). The BETs are small study groups composed of an Andrus Family Fund board member, an extended Andrus family member, and an expert in an area related to the Andrus Family Fund's program. The primary goal of the BETs is to give participants a deeper, multi-facted understanding of the Fund's program areas. A secondary goal is to draw extended family members into the philanthropic circle. The Andrus Family Fund board expects to organize eight BETs to run simultaneously for eight months. At the end of that time, the individual BETs will come together to share what they have learned as a group.

As executive director of the Andrus Family Family Philanthropy Program and the Andrus Family Fund, Steve Kelban has the responsibility to steer both programs simultaneously. With a mandate to link family members through an ongoing communications system, he is preparing to set up two Web sites—one for the Andrus Family Fund and the other for the Andrus Family Philanthropy Program—and a list serve for the Youth Service Program. Additionally, this past December, the Andrus Family Philanthropy Program published its inaugural newsletter, aptly named Concinnity. Besides presenting information about national community service opportunities, the newsletter includes interviews with family members discussing their public service experiences. Several extended family members contributed articles and interviews with family members, achieving two aims of the newsletter: getting new family members involved in the family's philanthropies and introducing them to one another through the interviews.

By any standard, the first-year accomplishments of the Andrus Family Fund and the Andrus Family Philanthropy Program are impressive. The dynamic between Steve Kelban and the Andrus Family Fund board has generated excitement, hard work, and focused learning, and they deserve full credit for their achievements. The role of the Surdna board, however, was also crucial. It set the stage for the success of the new programs by opening the doors of the family's philanthropies to new ideas, different approaches, and greater inclusiveness. The Surdna trustees made the offer in good faith, the extended family members acted on it, and the results speak for themselves.



APPENDIX A

SURDNA FOUNDATION

STATEMENT OF CULTURE

We have respect for one another and for one another's rights as a Board member.

We value honesty and truthfulness. We go beyond niceness, politeness and avoidance to niceness, politeness and directness. We owe each other both negative and positive feedback.

We value due process. We seek a process on the Board that will mirror our intention of personal empowerment. Just as we seek to empower others through our grantmaking, we wish our own process to empower ourselves and serve as a model for foundation governance.

We acknowledge that differences can be energizing and can lead to learning. Collaboration and conflict go hand-in-hand.

We seek to align ourselves around a common vision and deepen our conviction that our work together will make a difference.

We seek to work together as a team, with a shared sense of purpose and inspiration. After bringing our unique insights as individuals to our collective process, we will endeavor to support decisions taken by the whole.

We will seek consensus first. After airing disagreements, we will use voting as a fallback technique to permit us to move forward.

We value Board leadership which facilitates our process and helps bring us to a consensus.

We seek innovation and the group's acceptance and encouragement of individual initiative and risk taking.

We encourage Board members to commit fully to making the Foundation the best it can be.

All Board members shall be held to the following standards of conduct:



APPENDIX B

ANDRUS FOUNDATION

SURVEY TO DETERMINE FAMILY INTEREST IN SERVING

Personal information request

Name: _____
Address: _____

Telephone #: _____
Fax#: _____
E-mail: _____
Age: _____

Life and Experience information section

- 1) What generation in the Andrus family are you?
(John E. Andrus I was the first generation; the Family Involvement Committee members are considered the 4th generation)
- 2) What is your chosen life's work at this time?
- 3) What are your interests outside of your professional work?
- 4) What is your educational background? (Schools attended, degrees etc.)
- 5) Can you give a brief summary of your professional and/or volunteer or other life experiences that may be relevant to service on one of the Andrus Family Boards? (Please revisit the criteria for board membership of their respective homes in the letters of Larry Griffith and Peter Benedict.)
- 6) Can you make the time commitment to attend board meetings should you be selected?

selected to participate on one of the boards? (Again, see the letters for details.)

7) Which of the Andrus Family philanthropic projects interest you? (Please note that the Andrus Family Fund opportunity will be directed to younger family members; other boards are open to either 4th or 5th generation members.)

- John E. Andrus Memorial Home Board (Current opportunity)
- Julia Dyckman Memorial Home Board (Current opportunity)
- Andrus Family Fund (Opportunity in 1999)
- Surdna Foundation Board (Opportunity after 2000)
- Helen Benedict Memorial Foundation (4 years hence)

8) Would you be interested in helping in other Andrus family projects in the future? (e.g., committees of the Surdna Foundation board, dealing with technology, finance, communications or other needs of the Foundation.)
Do you have a special interest or skill?

9) Please write a brief essay (no more than a page) that tells something about you and your life commitments; explain why you want to volunteer to participate in any of the above projects. You may wish to address questions such as the following: What is your greatest hope for your own personal future? Do you have a passion for making things better in the world? If so, what would you like to see improved for others?

INVITATION TO MEET

The Family Involvement Committee will sponsor a meeting to talk with prospective volunteers for the boards of the JEAM and the JDAM. Those who are interested in future opportunities will also be welcome. This meeting will take place on Saturday, November 21 at the Surdna Foundation offices in New York. It is not necessary to attend this meeting to be selected to serve on one or more of the Andrus family philanthropic projects. However, it would be useful if you could attend. Please let us know.

I can can not attend the family meeting on November 21, 1998.

PLEASE RETURN THIS SURVEY TO
THE SURDNA OFFICE BY OCTOBER 25!

THANKS!



APPENDIX C

SURDNA FOUNDATION

OJAI RETREAT - February 1998

Principles

- 1) The family's work will support the work of the Foundation.
- 2) Outreach to and involvement of the Andrus Family will complement and enhance the work of the Foundation, not dilute it.
- 3) Family members will be asked to do real work.

Goals

- 1) Provide accessible opportunities for participation to interested and qualified family members so family members are known and prepared for various services.
- 2) Maintain family values and history; bring the family together; share in the work and pride.
- 3) Enhance the work of the Foundation by providing opportunities for the family to communicate and learn together about the philanthropic ethos and process in their own communities as well as in the Foundation.

The timing of the implementation of our family involvement ideas will balance a number of goals:

- 1) the desire to have help on the board and on certain committees;
- 2) the desire to bring new members of the family on the board who are skilled;
- 3) the desire to make sure the welcoming and integration of family members on the boards of the homes is handled well;
- 4) the opportunity to set a new ethos and tone for our work within the family that grows out of the vision work we have done and a shared awareness of how we will do our work together;
- 5) since we wish to remain a professionally managed foundation, the need to have staff