

THE GARRISON INSTITUTE

Applying the power
of contemplation to
social and
environmental
change, helping
build a more
compassionate,
resilient future



ANNUAL REPORT 2012

Bridging Contemplation, Science and Social Change

The Garrison Institute was founded in 2003 in response to a profound question: how do we apply the wisdom that flows from deep reflection to help solve today's urgent social and environmental issues? Since then, the Institute has helped foster and lead a fast-growing movement for contemplative-based social change.



All of our work is strategically positioned at the confluence of contemplation and science, and grounded in their practical applications in the fields of education, climate change and trauma care. By bringing together leading contemplative teachers, great scientific minds and professionals in these fields, we have developed rigorous, evidence-based programs that help build greater resilience in individuals, communities and whole systems.

Our programs integrate contemplative methods such as mindfulness and compassion training with research in cognitive, behavioral and social sciences. Contemplation cultivates a more aware, adaptive, compassionate and resilient state of mind, which leads to behavioral change and the capacity to solve complex problems. Scientific research and methods allow us to design, pilot, test and scale up solutions that incorporate contemplative techniques.

Bridging science and contemplation in this way has proven to be a powerful strategy for developing new knowledge, leadership and innovation. And it makes perfect sense. Science and contemplation are complementary. Both seek an objective, focused understanding of reality. Both cut through distractions and enable wise choices. Both give us clarity and discernment about what does and doesn't work.

Organizations from business and academia to community-based nonprofits are increasingly recognizing the efficacy of contemplation to help them collaborate and innovate – a trend we have nurtured. We have incubated models and developed methodologies that have led to contemplation becoming increasingly influential in many fields.

Our program initiatives focus particularly on teachers and educators, caregivers and human service providers, and climate and sustainability professionals. These field practitioners are not just our participants; they are our partners. They enrich our learning networks and help us achieve greater connectivity in social change fields.

They bring their expertise to our symposia and other activities through peer-to-peer exchanges. They also bring skills they learn from the Institute back into their lives, communities and workplaces, where they are having profound impacts. As they test new strategies and demonstrate the effectiveness of applying contemplative approaches in their work, they extend the reach of our work, and contribute to bodies of knowledge and evidence that others draw on.

In this report you will read about some of our current collaborations with field practitioners and the impacts they are producing. For example, with the Urban Sustainability Directors Network, we are producing tools that sustainability managers can use to optimize energy-savings strategies for their cities. With Penn State and Fordham Universities, we are field testing our CARE for Teachers program in 32 New York City schools and analyzing its impact on teachers and students.

With neuroscientists at Emory University, we are developing an evidence-based theory about the link between contemplative practice and personal resilience, which we will apply to our resilience training for humanitarian aid workers, first responders and other professionals in high-stress fields. We will also expand this research to understand how personal resilience can help build more resilient communities and systems.

Whether our programs and activities take place physically at the Garrison Institute's beautiful facility, a former monastery on the Hudson River, or virtually through the matrix of diverse learning and professional networks we have formed, there is a common insight that runs through all of them: applying contemplative strengths such as empathy and resilience to real-world situations, and testing and honing their efficacy through scientific methodologies, can produce deep and lasting social change and help build a more compassionate, resilient future. It is an extraordinary mission that we are privileged to pursue, and one that we advanced in important ways in 2012.

Contemplative Teaching and Learning

The Garrison Institute's Contemplative Teaching and Learning Initiative (CTL) introduces contemplative techniques to educators which can enhance their well-being while helping them create healthy school environments that support children emotionally, socially and academically.

Contemplative education is a fast-growing, evidence-based field that addresses schools' needs from a very different angle than standardized testing. It adapts secular contemplative practices like mindfulness meditation and yoga for teacher training and school settings. Research shows these practices deepen teachers' resilience, compassion, attention and emotional self-regulation. They also help reduce teacher stress and burnout, while improving classroom environments and educational outcomes.

Together with institutional partners throughout the education field, our CTL initiative and its Leadership Council (see page 14) help guide the growth of contemplative education, which is

proliferating in schools nationwide and cross-pollinating with related educational fields.

Ways of Knowing

The benefits for teachers of "intrapersonal" modalities such as mindfulness, yoga and other reflective practices is the subject of a growing body of research. Mark Greenberg, outgoing chair of the CTL Leadership Council, notes that "interpersonal" practices, like language arts or performing arts, are already taught in schools and could also be part of an expanded view of contemplative education. "The most efficient and effective strategy for advancing academic achievement is not to focus only on academics, but to nurture all aspects of the child," said CTL Leadership Council member Adele Diamond as she overviewed current research on arts education for Garrison Institute supporters in June.

In November, CTL's annual symposium explored these ideas with a group of 130 educators (including 20 who attended on scholarships). Entitled "The Art and Science of Contemplative Teaching and Learning: Exploring Ways of Knowing," the symposium showcased contemplative education programs currently implemented in schools, and presented new ways that contemplative education might be studied and implemented in the future, including via arts education. It bridged science and the arts, integrating panels on new research and methodologies with sessions on contemplation and poetry, a theater-based approach called "mindful monologues," movement and music.

New Horizons for CARE

CARE for Teachers (Cultivating Awareness and Resilience in Education) is the Garrison Institute's professional development program for K-12 educators, helping them alleviate stress and improve learning environments. In April, the US Department of Education's Institute of Educational Sciences (IES) awarded a major new grant¹ to fund a four-year, in-depth study of CARE's impact on students and teachers in New York City elementary schools.

¹IES grant R305A090180



The cohort includes 32 schools, 256 teachers and their students. Penn State University is overseeing the study and Fordham University is recruiting participants, while the Garrison Institute delivers the CARE intervention, and collects and retains observational data. The study will directly assess CARE's impact not only on teachers, but also on classroom climate and student educational outcomes. The results could shed new light on contemplative education's capacity to improve teaching and learning in K-12 schools, and on the education reform debate.

In August, CTL hosted its fifth annual CARE for Teachers summer retreat at the Institute, attracting participants from across the US and abroad, including many teacher educators, who organized discussions on how to further incorporate contemplative education and Social and Emotional Learning (SEL) into teacher training.

As demand for the CARE program has grown across the country, CTL is working to meet it. In 2012 we partnered with WestEd to plan the first CARE facilitator training, to be held in 2013 in the San Francisco Bay Area. CARE senior faculty members Tish Jennings, Richard Brown and Christa Turksma, together with a group of other educators who attended several CARE retreats, collaborated on the project.

New Tools for Educators

This year, CTL developed an online database of existing contemplative teaching and learning programs (on our website at garrisoninstitute.org/ctl-database). The first of its kind, this free, searchable database allows educators, researchers, policy makers and journalists to identify programs to study, and to track the growth of the field.

CTL also worked to compile a database of peer-reviewed journal articles on contemplative education and an online handbook of case studies reviewing established contemplative education programs that have been implemented in schools. Each case study must demonstrate significant, empirically-validated results in published research. These tools will help identify questions for further research, offer guidance to emerging programs and help advance thinking about best practices in the field.

COLLABORATORS AND INNOVATORS



Rona Wilensky, former school principal, educational consultant, social entrepreneur and acting chair of our CTL Leadership Council, was an education policy analyst for the governor of Colorado, and founded the innovative New Vista

High School in Boulder. She's now directing a school-wide program funded by the Hemera Foundation at Boulder's University Hill Elementary School, coaching teachers to bring mindfulness into their classrooms.

UniHill is a Title I school, and the program is delivered in English and Spanish, reaching low-income students. Its teachers have established their own contemplative practices, and/or gone through PassageWorks' teacher education program, SMART in Education, which has common roots with the Institute's CARE for Teachers program. The mindfulness techniques they use are a hit with students and teachers report a positive effect on focus, attention, learning, self-control, self-awareness, behavior and kindness with peers.

"There's a growing sense of legitimacy for mindfulness programs for teachers and schools," says Wilensky. "It's increasingly recognized as an important part of teacher development and preparation. When results come in from the research on CARE in New York City, there will be a jump in demand. When you're in the business of trying to alleviate suffering of sentient beings, the market is really big. Our challenge will be to meet the demand with integrity, quality and sustainability."

Wilensky says her work with the Institute gives her colleagueship and tools to accomplish this. "It's been an incredible opportunity to work with such an accomplished group. Relationships built on the Leadership Council and through Garrison's powerful role as a convener have led to projects that are moving the field forward."

Transformational Ecology

Our Initiative on Transformational Ecology (ITE) examines how our states of mind and patterns of thought and behavior impact the environment. ITE applies insights from current scientific research in many disciplines, and draws on contemplative-based approaches to develop people-centered strategies for shifting behaviors and their impacts.

Climate, Mind and Behavior

Currently, the principle activity of ITE is the Climate, Mind and Behavior (CMB) program. CMB connects new insights from cognitive, social and behavioral sciences about the drivers of human behavior with new thinking about climate, energy and sustainability solutions. It tracks relevant research, identifies effective, durable and scalable approaches, translates them for application in the field and disseminates them through multiple learning networks. Among CMB's extensive network of partner organizations are many leading research universities, Enterprise Community Partners, the Urban Land Institute, the U.S. Green Building Council

and the Urban Sustainability Directors Network (USDN) of over 100 cities.

Besides the annual Climate, Mind and Behavior Symposium, CMB holds other national symposia on behavioral approaches to conserving energy and resources in specific settings. The Climate, Cities and Behavior Symposium convenes urban sustainability practitioners including many USDN members. The Climate, Buildings and Behavior Symposium convenes for-profit and non-profit building owners.

CMB also holds regular meetings of CMB regional hubs throughout the United States. Hub members include city sustainability managers, urban planners, building managers, representatives of nonprofit groups, academic and non-academic researchers and others working on climate, energy and sustainability issues in each region. The hub meetings and CMB national symposia serve to bring diverse professionals together and strengthen collaboration among them.

2012 Symposia

In February, our third annual Climate, Mind and Behavior (CMB) Symposium gathered over 100 leading scientists, researchers, advocates and policy and communications experts from scientific and climate-related disciplines. Moderated by environmentalist, author and Garrison Institute Trustee Paul Hawken, the symposium highlighted shifts in behavior and social norms now well underway in cities, towns and institutions, and reported on the effectiveness of on-the-ground community campaigns to change energy-use behavior. Some participants presented new research into why our energy choices and consumption habits often run counter to our stated values. Others affirmed the power of community, values, ethics and beliefs to help us adopt and scale up pro-climate behaviors.

In May, the fourth annual Climate, Buildings and Behavior (CBB) Symposium convened over 80 for-profit and non-profit real estate professionals, government representatives, social scientists and building industry experts from across the US, sharing experience from their energy efficiency and conservation projects and their insights into emerging energy-saving strategies.



Regional Hubs

This year CMB added two new regional hubs in the Northeast (Boston) and the Southeast (Charlotte) to our established hubs on the East Coast (New York), in the Rocky Mountain Region (Denver) and in the Pacific Northwest (Portland/Seattle).

2012 New York hub meetings focused on building resilience, which Hurricane Sandy has highlighted in the region. Participants discussed enhancing emergency preparedness among green building operators, environmental justice issues associated with moldy buildings, and the roles of community and social media in crisis response.

CMB inaugurated the Southeast hub with a special one-day seminar on engaging building occupants, coordinated with an Urban Land Institute event on resilient communities. They featured presentations by leading thinkers on behavior, followed by a screening of “Carbon Nation” and a discussion with the film’s producer, Peter Byck.

New Collaborations

In 2012, the Pacific Northwest hub collaborated with regional partners to plan demonstration projects for people-centered energy and carbon savings in Seattle. Partners include the Urban Land Institute’s Northwest District Council, Seattle’s 2030 District and the U.S. Green Building Council. Together we worked on a methodology for behavior audits in commercial and multi-family buildings. Based on those audits, we will design and implement energy-saving interventions using social science principles, and document the results.

Nationally, CMB worked with USDN to develop low-cost strategies any city can use to identify the most promising ways to reduce residents’ energy consumption. As part of this effort, CMB developed a prototype of a “behavior wedge profile” (see the sidebar at right). It examines regionally specific energy use patterns, and ranks and estimates savings associated with various behavioral choices.

Meanwhile, we established a new CMB Leadership Council composed of distinguished colleagues and collaborators from many climate-related fields. It holds its first meeting in January 2013.

In May, longtime ITE collaborators Mary Evelyn Tucker and John Grimm came back to the Institute for a screening of the new film “Journey of the Universe: An Epic Story of Cosmic, Earth, and Human Transformation,” written by Tucker and Brian Swimme. The evening included the installation on the Institute’s riverfront lawn of a bamboo sculpture by artist Roy Staab (pictured in the montage on page 2).

COLLABORATORS AND INNOVATORS



Alice Kennedy, Sustainability Coordinator for the City of Baltimore, is a key collaborator on our “behavior wedge profile” — a new tool that CMB developed together with the Urban Sustainability Directors Network to help sustainability managers

evaluate and rank promising energy savings strategies according to each city’s specific needs.

Since 2009, Kennedy’s Baltimore Neighborhood Energy Challenge achieved up to 12% energy savings in some areas, mostly by focusing on ‘low-hanging fruit’— things residents could do easily with little or no investment, such as insulating and adjusting water heaters. “But I knew we could step up our game,” Kennedy said. She had a hunch programmable thermostats could enable big energy savings, though they cost money to install and support effectively.

The 2012 merger between Exelon and Constellation Energy created grant funding for innovative energy savings projects, which Kennedy was pursuing. Initial findings from the CMB behavior wedge profile showed enormous potential savings from programmable thermostats, confirming her hunch. “I was floored and excited,” she said. “So when the opportunity came up for Baltimore to be part of the behavioral wedge profile pilot program, I jumped on it.” The pilot gave Kennedy an evidence base to prioritize the top ten most effective energy-saving actions for Baltimore residents. She got the grant.

“The Garrison Institute enables innovative partnerships and strategies, and connects a wide range of people, institutions and funders,” says Kennedy. “But it’s also an open, welcoming space promoting reflection and creative thinking. Being in city government and trying to influence behavior and climate impacts is a huge and sometimes overwhelming task. But when I come to the Institute, I’m more mindful, new opportunities and collaborations arise, and we tackle huge things together.”

Transforming Trauma

The Institute's Transforming Trauma Initiative (TTI) develops and pilots trainings in contemplative-based resilience skills for professionals working with people who have experienced trauma, loss or dislocation.

Trauma is a fundamental social issue for a large and growing segment of the US and global population, as well as for the caregivers and human services providers who work with them. Their work takes place in challenging — and often dangerous — contexts. Chronic stress, burnout and the constant exposure to others' suffering all take a well-documented toll on their health and performance. The burden is greatest on front-line employees, who interact directly with beneficiary populations. "Exhausted, stressed and inadequately supported staff cannot do their jobs effectively," said former UN Secretary General Kofi Annan. "They many want, and try, to tough it out, but in the final analysis, everyone is damaged."

A growing body of research and clinical work suggests that contemplative methods, such as meditation and yoga, can build greater resilience for caregivers and service providers. Our programs integrate contemplative methods with psychosocial education on trauma to improve outcomes for service providers and their clients.

Contemplative-Based Resilience Training

After a comprehensive feasibility study and background and needs assessment, in 2012 TTI staff began work on our

new Contemplative-Based Resilience Training (CBRT) Program, a proactive, skills-based, secular program targeted to service providers who work with people and communities subject to traumatic disruptions. It has become central to the Institute's integrated strategy on human resilience.

Research shows resilient individuals are less susceptible to negative effects of acute and chronic stress. There is less research on why and how resilient individuals develop, or how their strengths can help create resilient communities. But CBRT's central tenet, which research supports, is that resilience is a habit of mind that can be learned and honed. The program seeks to build and strengthen resilience through carefully designed contemplative-based trainings.

Garrison Institute Trustee Sharon Salzberg and a team of internationally recognized experts in psychology, trauma, education, meditation and yoga developed the content of CBRT, which also builds on the pioneering work of the Garrison Institute's Wellness Project, a five-year pilot program of contemplative-based trainings for workers in US domestic violence shelters. Incorporating meditation, restorative yoga and complementary methodologies, they were designed to alleviate vicarious trauma, reduce burnout, strengthen resilience and help workers be more effective with clients. TTI subsequently worked to adapt aspects of Wellness trainings for human service providers, caregivers and other helping professionals. CBRT was adapted from our documented and tested Wellness Project curriculum.

CBRT has a modular format to allow for flexible delivery, taking into account specific needs of aid workers who respond to natural disasters such as Hurricane Sandy, those who work on humanitarian relief in post-conflict settings, and those who work on social and economic issues in developing nations and areas of high stress.

Contemplative Care

TTI contributes to the growing field known as contemplative care, which takes contemplative-based approaches to end-of-life and palliative care, by convening retreats to to end-of-life and palliative care, by convening retreats and symposia for practitioners, medical professionals and caregivers.



After two years of planning, the Buddhist Contemplative Care (BCC) Symposium, a joint project of TTI and the New York Zen Center for Contemplative Care (NYZCCC), was held at the Institute in November, 2012. NYZCCC delivers contemplative care through major providers, and is the only organization to offer fully accredited Buddhist chaplaincy training.

BCC was the first-ever, national-level public symposium on contemplative care. It attracted 160 leading practitioners from across the US, including doctors, patients, nurses, chaplains, social workers and students. They addressed the current explosion in demand for palliative and end-of-life care as technology advances and the American population ages. They also focused on the emotional demands of caregiving.

Stress and burnout are constant occupational hazards for caregivers and can affect patient care. Attrition rates for palliative and end-of-life nurses and physicians range from 30% to 50%. Their work demands unflinching presence in the face of death, bearing witness without being able to fix the problem and maintaining empathy while caring for many dying patients.

Although such skills are rarely taught in medical or nursing schools, they can be taught and learned. The key to unlocking qualities like empathy and attunement for clinicians is self-empathy and self-awareness, according to physician, psychologist and Buddhist teacher Radhule Weininger. Self-knowledge is basic to achieving self-awareness and applying it in the moment with patients. Contemplative practices offer modalities for cultivating both.

Symposium participants said they were excited about the emergence of contemplative care as a professional field, and the opportunity to cultivate and apply contemplative wisdom in their clinical work. "We are really at the beginning of something new," Roshi Enkyo O'Hara told a plenary session, "a new way of looking at distress, sickness, dying and death, and of working in that field." The Garrison Institute is continuing its partnership with NYZCCC and jointly planning a second Buddhist Contemplative Care Symposium for November, 2014.

COLLABORATORS AND INNOVATORS



Thaddeus (Tad) Pace, Assistant Professor of Psychiatry and Behavioral Sciences at the Emory University School of Medicine, researches how stress affects the endocrine and immune systems. "Stress can make the immune system run too hard,

resulting in chronic inflammation and elevated risk for chronic medical as well as psychiatric illness," says Pace, who has studied novel ways of promoting health despite exposure to psychosocial stressors. His previous research found compassion meditation positively affects heart rate, cortisol levels and various markers of inflammatory immune activity.

Pace and the Garrison Institute's CBRT Program Manager Teri Sivilli are collaborating on "The Human Dimensions of Resilience: Engaging and Empowering People, Networks and Communities," a white paper theorizing the role of contemplative practice in building resilience. They are also working on designing clinical trials to evaluate our new Contemplative-Based Resilience Training (CBRT) program.

Together, Pace and Sivilli are reviewing and synthesizing an extensive body of research and conducting dialogs with experts about the ways contemplative practices might promote resilience in individuals and communities.

They are also examining the Institute's pioneering resilience work with domestic violence shelter workers, delivered from 2004 to 2009. During that pilot program, the Institute's Wellness Project offered contemplative-based resilience training to workers from over 40 domestic violence shelters in the New York metropolitan region. TTI later worked to adapt what they learned from the program to design trainings for other helping professionals.

"The Garrison Institute has provided a body of applicable field experience," says Pace. "People like me can draw on it and design pre- and post-clinical trials to get a sense of the impact it's creating."

Retreats at Garrison

The Garrison Institute organizes or hosts over 70 retreats each year. Some retreats focus on contemplative practices such as meditation and deep reflection, exploring diverse wisdom traditions as well as contemporary secular ideas and practices. Others convene professionals in key social change fields, from caregivers to CEOs, to develop transformational leadership or resilience skills. All offer ways to access the power of contemplation as a force for positive personal and social change. This year the Institute extended its reach to more diverse audiences via specially designed retreats and scholarship programs.

Gateway Retreats

In 2012 we launched new “gateway” retreats designed to make the benefits of contemplation especially accessible for first-time meditators and diverse participants. We also formalized a scholarship program so that people with limited means could attend them (see the sidebar on page 11).



The first such retreat, entitled “Coming Home,” was held in April for LGBTIQ communities. It was co-led by Maddy Klyne, meditation teacher and executive director of Cambridge Insight Meditation Center, and Larry Yang, who teaches meditation nationally. “Coming Home” offered participants renewal, restoration and support for the important work they do in their multicultural communities. Jack Kornfield called it “A fantastic opportunity for LGBTIQ communities to gather in the Dharma.”

In June, Sharon Salzberg, co-founder of the Insight Meditation Society, and Rabbi Rachel Cowan, former director of the Institute for Jewish Spirituality (both members of the Institute’s Board of Trustees), co-led our second gateway retreat, “Foundations of Contemplative Practice.” This introductory weekend retreat designed for first-timers taught accessible, non-sectarian practices such as body awareness, mindfulness and self-empathy.

In August, Gina Sharpe, Garrison Institute Trustee and co-founder and Guiding Teacher of the New York Insight Meditation Center led a third “gateway” retreat for people of color entitled “Living in the Light of Divine Sanity.” The title refers to the Buddhist teachings of the Brahma Viharas, which cultivate our natural inclination toward love rather than hatred, joy rather than envy of others’ happiness, compassion for suffering and balance amid life’s vicissitudes.

That’s a form of sanity everyone living in stressful times needs, but it has special resonance for people of color. Sharpe pointed out that the Buddha was a social radical who brought different castes together. She noted that “the idea that we are ‘all one’ acknowledges the commonality of the human experience in the absolute sense,” she says, “nevertheless, in our relative world, there are distinctions and differences, whether by race, color, religion, nationality, gender, sexual orientation or other markers of identity.... We live in these distinctions every day.”

Inclusiveness, Relevance, Accessibility

As always, our diverse 2012 retreat offerings embraced the world's great wisdom traditions and attracted many distinguished teachers.

Gail Fitzpatrick-Hopler and Fr. Carl Arico, teachers of the Christian contemplative practice of Centering Prayer, led "Death & Dying – On the Contemplative Christian Journey." The Institute for Jewish Spirituality and the Awakened Heart Project continued their series of trainings for a new generation of mindfulness teachers in the Jewish community. The Sufi group Threshold Society, inspired by Rumi's life and work, returned to the Institute with a public retreat on "Finding the Miraculous in the Ordinary."

Gelek Rimpoche, a Tibetan Buddhist master of high lineage (and a spiritual adviser to the Institute), is part of the last generation of lamas educated in Tibet before being forced to flee in 1959. He taught a public retreat on "The Freedom of Understanding Reality As It Is," which sought to make the teachings on interdependence and inseparability in the Buddhist text the Heart Sutra accessible to all, including first-timers.

Core values of our retreat program include diversity, accessibility and relevance to contemporary life. These values are a foundation for all programs held at the Institute, including professional meetings such as the Mind & Life Summer Research Institute, the NYU Reynolds Program in Social Entrepreneurship and the Architecture + Design Sustainable Design Leaders Summit. They are also evident in the spiritual retreats we offer, such as "Living Dharma In A Speedy World," a public retreat taught by Tsoknyi Rinpoche who is part of a new generation of teachers making Tibetan Buddhism accessible in the West. It focused on finding sanity, peace and well-being amid accelerating demands on our time and energy in today's world.

FUNDING SCHOLARSHIPS AND BUILDING COMMUNITY



Since our founding in 2003, the Institute has been a major East Coast hub for teachers from the Tibetan and Himalayan Buddhist traditions. Over the last decade we have hosted many retreats led by Tibetan Buddhist masters (including three with His Holiness the Dalai Lama). We've also held special events for members of the Tibetan diaspora, including the 2012 Tibetan Students Conference.

In 2012 we offered a total of six retreats in the Tibetan Buddhist tradition, sponsored by a range of groups, and established a Himalayan Scholarship fund to enable people of Himalayan heritage in North America to attend them at reduced or no cost. The fund is under the auspices of the Garrison Institute in partnership with the Office of Tibet, the Tibet Fund and the Conservancy for Tibetan Art and Culture, with financial support from the Gere Foundation, the Walker Family Foundation and Jerry Colonna.

We are also raising scholarship money for our other programs, and in 2012 we awarded scholarships for our gateway retreats, our Education Symposium and the Buddhist Contemplative Care Symposium.

Scholarship funds broaden the reach of our programs. For example, they will enable more public school teachers in underserved communities to participate in CARE for Teachers trainings and CTL symposia, and more young professionals in municipal government and affordable housing non-profits to attend our Climate, Buildings and Behavior symposium. Supporting scholarships is a cost-effective way to build a more diverse, inclusive community of people from all walks of life working for contemplative-based social change.

Institutional Growth

2012 was an eventful and significant year for the Garrison Institute as we transitioned to new leadership, embarked on new programs and entered a new phase of institutional development.

Welcoming New Leadership

After a rigorous executive search process in 2012, our Board of Trustees unanimously appointed Robyn Brentano as the Institute's new Executive Director. She brings extensive experience as a non-profit leader in the fields of international development, refugee and human services and cultural and performing arts. Prior to joining the Institute, she served as the Executive Director of the Tibet Fund and held executive positions at Healing the Divide and the Initiatives Foundation (two global charities founded by Richard Gere) and the New York Association for New Americans (the nation's largest refugee resettlement and immigrant services agency at the time).

The Institute also welcomed new leaders onto our staff, board and councils:

- ♦ Jane Kolleeny, a meditation teacher and former editor of *Architectural Record* and the US Green Building Council's *GreenSource*, became our Retreats and Business Development Director. She succeeds Rob Gabriele, who retired as Chief of Operations after a decade of service to the Institute.
- ♦ Adi Flesher became Director of the Garrison Institute's Contemplative Teaching and Learning Initiative. Bringing more than 20 years of experience in education, and a particular interest in experiential education and service learning, Adi succeeded long-time director Tish Jennings. She is now a Garrison Institute Senior Fellow and continues to guide the four-year study of CARE for Teachers in New York City schools.
- ♦ The Initiative on Transforming Trauma launched a new program on Contemplative-Based Resilience Training (see page 8), and conducted a successful search for a manager to lead it. Teri Sivilli, a researcher on the physiological and psychological effects of compassion at Emory University, starts as CBRT Program Manager in January 2013. She has experience working on international mental health epidemiology, and served as program coordinator for the Emory Collaborative in Contemplative Studies.
- ♦ The Climate, Mind and Behavior Program established a new Leadership Council (see page 14), which brings together leaders from across the environmental field to catalyze new ideas and directions for addressing climate change.
- ♦ After nine years as Chair of our Board of Trustees, Garrison Institute co-founder Jonathan Rose stepped down in July. He continues to serve on the Board while Diana Calthorpe Rose, the Institute's co-founder and Founding President Emerita, serves as Chair through June 2013.
- ♦ Chair-elect Peter Miscovich currently serves as the Board's Vice Chair, and will take over as Chair in June 2013.
- ♦ Meanwhile, internationally known environmentalist, entrepreneur and author Paul Hawken and leading psychiatrist and author Dan Siegel were elected to the Board of Trustees this summer.

Our thanks goes to our Interim Executive Director Beth Schecter, an expert in organizational transition, who ably guided the board and staff through these changes.

Milestones

2012 saw many indicators of strong organizational performance and growth, including:

- ♦ 40,000 people have participated in the Institute's retreats and programs since 2003, including 3500 people in 2012;
- ♦ We held a total of 72 retreats and programs in 2012, up from 67 in 2011;
- ♦ We worked to meet growing demand for our CARE for Teachers training, while a major federal grant funded new research on its impact in New York City schools (see page 4);
- ♦ We conducted background research and launched our new Contemplative-Based Resilience Training Program (see page 8);
- ♦ We held the first-ever, national-level public symposium on the emerging field of contemplative care, with a follow-on conference planned for 2014 (see page 9);

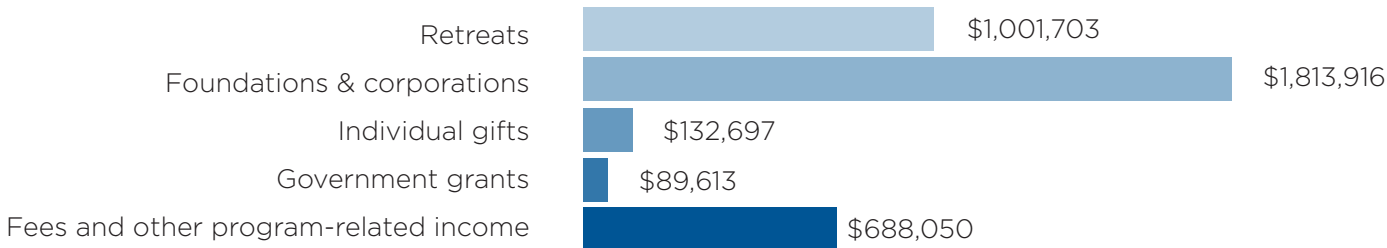
- ◆ Our Contemplative Teaching and Learning Initiative developed new databases and online tools for researchers and field practitioners (see page 5);
- ◆ Our Climate, Mind and Behavior program established a Leadership Council, added new regional hubs to its network and embarked with partners on new research and demonstration projects (see page 7);
- ◆ We introduced “gateway” retreats and other innovations to make our retreat offerings accessible and relevant for more diverse participants, including LGBTQ communities, first-timers and people of color (see page 10);
- We established scholarship programs that enabled about 100 recipients to participate in Garrison Institute retreats and programs (see page 11).



In July iconic composer and longtime Garrison Institute supporter Philip Glass, together with composer/pianist Trevor Gureckis and mezzo Tara Hugo, performed a benefit concert for a capacity audience in our meditation hall. It featured songs thematizing contemplation that Glass collaborated on with Allen Ginsberg and Leonard Cohen. Glass is organizing another benefit concert for our 10th anniversary at New York City’s Town Hall in October 2013.

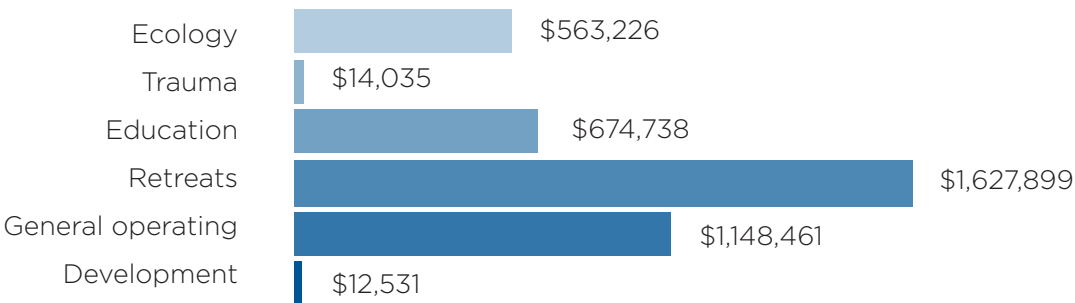
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2012 INCOME



TOTAL INCOME: \$3,725,979

2012 EXPENSES



TOTAL EXPENSES: \$4,040,890

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