

THE GARRISON INSTITUTE
ANNUAL REPORT 2009

Contemplation • Action • Transformation



Founded in 2003, the Garrison Institute is a not-for-profit, non-sectarian organization exploring the intersection of contemplation and engaged action in the world.

Our mission is to apply the transformative power of contemplation to today's pressing social and environmental concerns, helping build a more compassionate, resilient future.

We envision and work to build a future in which contemplative ideas and approaches are increasingly mainstream, and are applied at scale to create the conditions for positive, systemic social and environmental change.

Why Contemplation Matters, and What It Achieves

We live in complicated times. As the world rapidly globalizes, subprime mortgages from Detroit are sold in Dubai. As the global climate rapidly changes, clear-cut forests in Borneo cause floods in Bangladesh. As global population rises, so does the gap between the wealthiest and the poorest. The 21st century, with all its complexity and interdependence, presents us with both terrible vistas of suffering and terrific opportunities to build a positive future. Comprehending the emerging world, facing its challenges and seizing its opportunities, will require new ways of thinking.

Contemplation — broadly defined as the practice of deep reflection — nourishes and stimulates new patterns of thought and behavior. A contemplative mind recognizes interdependence and connectedness. It is open and present, with an expansive view that crosses disciplines and breaks silos. Contemplation offers pathways to positive states of mind and positive shifts in behavior that arise from them, infusing our actions with compassion, connecting them with our values. Given the right applications, contemplative insights and approaches can be a fundamental part of the solution to today's most pressing, real-world, human-created problems, from the global trauma epidemic to global climate change.

“Today, in the first decade of the 21st century, science and spirituality have the potential to be closer than ever and to embark upon a collaborative endeavor that has far-reaching potential to help humanity meet the challenges before us.”

—His Holiness the Dalai Lama

This is not only a matter of belief, but also of science. Recent research indicates contemplative practices can help modulate fear and cultivate insight, intuition, empathy and morality — qualities which ground civil society and animate effective social change work.

The Garrison Institute applies the power of contemplation to real-world problems, helping build a more resilient, compassionate society. Many possible gateways lead to it; we have chosen to focus on three — how we teach our children, how we care for people affected by trauma and how we care for the environment. Our Program Initiatives develop practical ways to use contemplative methodologies in K-12 education, trauma care and ecology, working directly with teachers, caregivers, environmentalists, activists and others on the front lines of social engagement. Our retreat programs expose wide audiences to contemplative ideas and practices conducive to social change.

Results of the Institute's work in 2009 were remarkable. For example:

- Our **Cultivating Awareness and Resilience in Education (CARE)** teacher training program received a major US Department of Education grant (see page 6).
- Our **Initiative on Transformational Ecology** launched the new **Climate, Mind and Behavior** project, and built and convened an active network of real estate leaders working to cut building GHG emissions (see pages 8-9).
- Our leaders' forum **“Transforming Trauma: Integrating Contemplative Practices, Neuroscience and Cross-Cultural Perspectives”** convened top mental health professionals, neuroscience and clinical researchers and contemplatives for a groundbreaking exchange on mindfulness in trauma care (see page 11).
- Our **Wellness Project** expanded into new settings, including a new **Wellness International** project for humanitarian relief workers and human rights defenders (see page 13).
- We welcomed our 18,000th individual participant to the Institute's events and programs.

Our achievements in 2009 are significant indicators of the Institute's growth and maturity, and are also part of the growing body of evidence that smart, contemplative-based approaches are an important dimension of effective social change work. They have been made possible through gifts of time, energy, wisdom and support given to us by the thousands of members of the Institute's extended community — scientists and field professionals, researchers and activists, teachers and retreatants, advisers and funders — each of them part of an innovative, growing coalition for social change. Because of them, the Institute's work flourished in 2009, and will continue to grow in scope and impact.

Program Initiatives

The Garrison Institute's Program Initiatives apply contemplative wisdom in rigorous, evidence-based ways to key social and environmental change fields. We call them “transformational,” meaning that they have the potential to fundamentally change their professional fields by changing the states of mind within them and the behaviors arising from them on a large scale.

Our current Initiatives are **Contemplation and Education**, **Transforming Trauma** and **Transformational Ecology**. Staffed by highly qualified professionals and advised by distinguished leaders in each field, each Initiative is designed to:

- Explore key social and environmental issues in depth, map current practices in these fields and gain insights into what contemplative-based approaches can contribute;
- Design and pilot practical methodologies based on these insights, rigorously evaluating results;
- Seek new collaborations, partnerships and networking efforts among leaders and practitioners in relevant fields;
- Use these networks to scale up successful pilot programs, and track their real-world impacts.

Thousands of field professionals participate in our Initiatives, and as the networks formed around them continue to expand, they are making important contributions to the evolution of their fields, changing lives and impacting society on a growing scale.

A summary of the 2009 activities of each Initiative follows. For further documentation, including the latest articles, reports, audio and video, visit our website, www.garrisoninstitute.org

“The success of an intervention depends on the interior condition of the intervener.”

—William O’Brian, Former CEO,
The Hanover Insurance Company



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David Slutyer, Adele Diamond and Richard Brown at the 2009 ICE Leadership Council meeting

Initiative On Contemplation and Education

Founded in 2004, the Garrison Institute's **Initiative on Contemplation and Education (ICE)** has played a central role in the emergence of the field of contemplative education for K-12 educators and classrooms. It works to foster the field's growth and evolution, and to introduce evidence-based contemplative methods to educators.

A 2009 independent assessment commissioned from Wellspring Consulting determined that ICE has already made “significant” progress in advancing contemplative education as a professional field. The study found that educators now recognize ICE programs “as filling an important gap in convening and organizing thought leaders.”

Field Development

In February 2009 the Institute held a forum on “**Exploring Methodological Issues in Contemplative Education Research: A Focus on Teachers,**” part of an ongoing series of professional meetings for educators and researchers to help develop the field of contemplative education. Chaired by Penn State University’s **Dr. Mark Greenberg** and ICE Director **Dr. Patricia (Tish) Jennings**, it convened leading scientists and educators who study the effects of various interventions on teachers’ well-being, attention skills, emotion regulation and classroom climate. They discussed assessment methodologies and worked to establish a compendium of assessments that can be used across different studies.

In November we convened the annual meeting of ICE’s recently expanded Leadership Council (see page 7) to review the Initiative’s progress, plan its future and form a new Council for 2010.

In February Dr. Jennings and Dr. Greenberg published a detailed survey of the research literature on the social and emotional dimensions of teaching and learning, together with a proposed model for the “pro-social classroom,” in the peer-reviewed journal, *Review of Educational Research*. In November *Edutopia* wrote up news of ICE’s **CARE** program in print and on its website. During the year Dr. Jennings made presentations at many influential professional gatherings such as the Society for Prevention Research (SPR), the American Education Research Association (AERA) and the University of Pittsburgh’s School of Education.



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Participants in the 2009 education symposium

Here’s what respondents to the independent 2009 Wellspring assessment told us about ICE’s work developing the professional field of contemplative education:

“Garrison brings together the players in the arena [of contemplative education] better than anyone. It is a place where there can be meaningful dialogue. They can do this because they are interested in bringing together as many of the people in the field as possible, they are open to all spiritual traditions, and the facility is tremendous.”

“The wonderful thing about Garrison is that it provides a physical and conceptual space to carve out the trajectory of how to bring internal education into the mainstream. They had a fantastic conference last year. It was a groundbreaking, landmark achievement combining scientists and educational practitioners.”

“Garrison is really positioned to take the leadership in exploring...this field. They are really getting the people they need to hear from in the room together. It is an unusual opportunity to have this conversation collectively. This is a holding environment for people to think clearly.”

CARE

Cultivating Awareness and Resilience in Education (CARE) is ICE’s professional development program for teachers. CARE training gives teachers tools to cope with stress, cultivate a balanced state of mind, encourage pro-social classroom behavior and support their pupils to overcome difficulties and flourish socially, emotionally and academically.

The CARE curriculum combines exercises for recognizing emotional patterns (one’s own and others’) with contemplative practices such as mindfulness meditation, loving-kindness and group awareness. It was developed by at the Garrison Institute by ICE Director Tish Jennings, **Richard Brown** of Naropa

“A program of ‘no prefrontal cortex left behind’ [would] aim to develop the essence of our human nature, our compassion and empathy for each other, and ourselves.”

—Dan Siegel (see page 7)

University and **Christa Turksma** of Penn State University, with advice and contributions from Mark Greenberg of Penn State University and Garrison Institute Senior Fellow **David Rome**.

The 2009 independent assessment surveyed teachers who have undergone CARE training and found they overwhelmingly reported improvements in their own work in the classroom and their students' behaviors as a result of the program:

- 67% became better able to establish and maintain supportive relationships with their students.
- 68% became better able to manage classroom behaviors effectively and compassionately.
- 50% said their students' on-task and pro-social behavior improved.
- 62% report that CARE has had a higher or much higher impact on their work than other training they have received.
- Most thought all teachers should receive CARE training.

In 2009 CARE received a major grant from the US Department of Education's Institute for Educational Sciences (IES). IES awarded a total of \$932,424 to Penn State University to complete the evaluation of the program in cooperation with the Garrison Institute, which received a subaward of \$290,511. Dr. Jennings is the principal investigator on the project.

The grant funds further development and evaluation of CARE over a two-year period in rural and suburban elementary schools in central Pennsylvania, using a much larger, multidistrict cohort and collecting data for the first time on how CARE affects students in the classroom. The research is underway now, and preliminary qualitative and quantitative data are exciting, already pointing to significant impacts.

“Children learn what they live. CARE enables teachers to be the role models we always wished we had growing up, and to become the kind of teacher they always wanted to be. It helps them release their stress and frustration and expand their sense of well-being. This markedly changes the climate in the classroom, bringing more joy into class and into teachers' lives. It also turns out to be a very cost-effective way to make dramatic improvements in classroom learning.”

—Adele Diamond (see page 7)

Our second annual CARE summer retreat for teachers was held at the Garrison Institute in August 2009. Participants have enthused over the program: “One of the most exceptional trainings I have ever attended—bringing contemplation into the classroom is revolutionary.” “I am amazed how the exploration of caring has changed my relationship with students.” “It both deepened my understanding of ‘mindfulness’ education and gave me tangible ways to use it in my work with children.” “It renewed my faith in teachers and teaching.” “Perfection! A rare combination of warmth and wisdom. This program is the embodiment of presence, intelligence and practicability.”



© Garrison Institute - Fish Jennings

Applying CARE teacher training in the classroom

In 2009 ICE also collaborated with the Andrus Children's Center to adapt aspects of CARE for K-12 teachers working with at-risk traumatized children. Andrus serves students who have been diagnosed with one or more mental illnesses and/or developmental disabilities; most have experienced significant loss and trauma. At Andrus's request, we created a pilot project called **Creating Sanctuary Within**. It uses mindfulness skills and other elements of CARE training to support Andrus's implementation of the existing Sanctuary model and expand its work in teaching emotion management skills to students, teachers and staff. The pilot program was completed in 2009, and the experience gained can now be used in other settings, not only in alternative schools, but in all K-12 school settings where behavioral problems are present.

We continue to receive inquiries about CARE from educators and researchers across the US and around the world. **Current information on CARE is posted on our website, www.garrisoninstitute.org/care**

Contact the Contemplation and Education Initiative at education@garrisoninstitute.org

ICE Lead Staff and Leadership Council

Lead Staff

Patricia (Tish) Jennings, M.Ed., Ph.D., is Director of the Garrison Institute's Initiative on Contemplation and Education and a Research Associate with the Prevention Research Center at Penn State University. She directed the Cultivating Emotional Balance (CEB) Project and was principal investigator at San Francisco State University on a study with Head Start teachers of CEB training's effects in the classroom.

Leadership Council

Mark Greenberg, Ph.D., Council Chair, holds the Bennett Endowed Chair in Prevention Research in Penn State's College of Health and Human Development. He is Director of the Prevention Research Center for the Promotion of Human Development and Associate Director for the Penn State Consortium on Children, Youth and Families.

Trish Broderick, Ph.D., is a Professor at the College of Health Sciences, Director of the Stress Reduction Center at West Chester University of Pennsylvania. She is a licensed psychologist, school psychologist, counselor and teacher.

Richard C. Brown is founder and Chair of Naropa University's Contemplative Education Department, which adapts Buddhist teachings to non-

sectarian teacher education. He has taught in public elementary schools and helped found several contemplative schools.

Adele Diamond, Ph.D., is Professor of Psychiatry at the University of British Columbia and the Canada Research Chair in Developmental Cognitive Neuroscience. She studies development of the prefrontal cortex and cognitive abilities that depend on it.

Tobin Hart, Ph.D., is Professor of Psychology at the University of West Georgia. He co-founded and chairs the board of the ChildSpirit Institute.

Susan Kaiser-Greenland, J.D., is co-founder and Executive Director of InnerKids. She develops mindful awareness curricula and teaches school- and community-based programs.

Linda Lantieri is the Director of The Inner Resilience Program and a founding board member of the Collaborative for Academic, Social and Emotional Learning (CASEL).

Peggy McCardle, Ph.D., M.P.H., is Chief, Child Development & Behavior Branch at the Eunice Kennedy Shriver National Institute for Child Health and Human Development (NICHD) of the National Institutes of Health.

Jerome Murphy, Ph.D., is the Harold Howe II Professor of Education at Harvard University and former Dean of the Harvard Graduate School of Education.

Elizabeth Robertson, Ph.D., is Chief of the Prevention Research Branch, National Institute on Drug Abuse. She studies prevention science and sub-

stance abuse and treatment among rural children, adolescents and adults.

Kimberly Schonert-Reichl, Ph.D., is an Associate Professor in the Department of Educational and Counseling Psychology and Special Education in the Faculty of Education at the University of British Columbia.

Pamela Seigle, M.S., is Executive Director of Courage & Renewal Northeast, based at Wellesley College, and founder and former Executive Director of the Open Circle Program at the Wellesley Centers for Women.

David Sluyter, Ed.D., is the former CEO and senior adviser and current consultant to the Fetzer Institute, focusing on K-12 social emotional learning and the role of relationships in health care and organizational life.

Robin Stern, Ph.D., is an author, educator and licensed psychoanalyst on the faculties of Teachers College Columbia University, Hunter College and The School at Columbia University.

Mark Wilding is the Executive Director of PassageWorks Institute and the former Director of the Marpa Center for Business and Economics at Naropa University, where he teaches authentic leadership and systems thinking.

Rona Wilensky, Ph.D., is a Resident Fellow at the Spencer Foundation in Chicago. She was former principal and founder of New Vista High School in Boulder, Colorado and an education policy analyst for the Colorado Governor's office.

Arthur Zajonc, Ph.D., is Andrew Mellon Professor of Physics and Interdisciplinary Studies at Amherst College, and directs the Academic Program of the Center for Contemplative Mind.

Senior Advisory Board

Clancy Blair, Ph.D., is Professor of Applied Psychology at NYU and a developmental psychologist. He studies family ecology and child development under a grant from the National Institute of Child Health and Human Development.

Paul Ekman, Ph.D., originated the Cultivating Emotional Balance project, and was Professor of Psychology at the University of California at San Francisco. He consults on research and training related to emotion and deception.

Peter Senge (bio on page 21)

Dan Siegel, M.D., is a Harvard-educated psychiatrist and Founding Editor-in-Chief of the Norton Series on Interpersonal Neurobiology. He directed the training program in child psychiatry and the Infant and Pre-school Service at UCLA.

B. Alan Wallace, Ph.D., founder and President of the Santa Barbara Institute for Consciousness Studies, co-developed the Cultivating Emotional Balance training. A Tibetan Buddhist monk ordained by the Dalai Lama, his work integrates contemplative practices and Western science.

Initiative on Transformational Ecology

The Garrison Institute's **Initiative on Transformational Ecology (ITE)** examines how our states of mind and patterns of thought affect our relationship with the earth and how, by examining and shifting them, we might transform our behavior and our environmental impacts on a large scale.

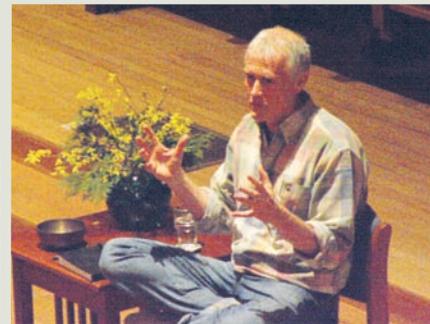
ITE's integrative approach applies new insights from current scientific research in many disciplines to ecological issues, using contemplative-based approaches to enrich our thinking about them. ITE works with leaders in diverse fields to create new learning networks, nurture innovative thinking and find scalable solutions that can help shift mindsets, alter behavior and transform human-caused ecological problems.

ITE's **Climate Change Leadership** program helps nonprofit, grassroots, governmental, business, academic and scientific leaders be more effective in the fight against climate change. The program identifies emerging areas of thought which are relevant to the climate movement, forms leadership councils to guide their exploration, organizes by-invitation retreats on the subject and recruits influential leaders from diverse fields to participate in them. New ideas, new professional networks and new collaborative projects emerge from the retreats, which the Institute works to nurture and expand long after the retreat is over.

Climate, Mind and Behavior (CMB)

In 2009 the Garrison Institute's Climate Change Leadership program launched the multi-year **Climate, Mind and Behavior (CMB)** project to integrate recent work in the behavioral and social sciences — including neuro-, behavioral and complexity economics, evolutionary theory and psychology — with new thinking about climate solutions, so they can take into account what scientists are now learning about the drivers of human behavior. CMB brought together and activated an extraordinary network of leaders collaborating across these diverse fields, which continues to grow and evolve.

We assembled a distinguished steering committee and advisory body comprised of prominent thinkers in each field to guide the program (see page 10). **Dr. John Gowdy** of the Rensselaer Polytechnic Institute



Paul Hawken is part of the distinguished group steering CMB

served as science advisor, chaired the steering committee and conducted a baseline study of intersections within these fields. **Dr. Rebecca Henderson** of the Harvard Business School facilitated the committee. Economist **Sander Tideman** carried out the first mapping studies and wrote the first paper describing the project's scope of work and key ideas.

In 2009 we began disseminating CMB information with links to articles, research and relevant projects via monthly email blasts to academics, government officials, NGO leaders and entrepreneurs following our work.

“The Natural Resources Defense Council (NRDC) and the Garrison Institute’s Climate, Mind and Behavior Project found that personal actions could reduce US carbon emissions by 1 billion metric tons by 2020.... Is it reasonable to expect people to sacrifice for the greater good, when classical economics teaches us that human beings will seek to maximize their own gain? ... ‘Simple models of human behavior where I pursue only my own interests are far too limited,’ says Rebecca Henderson, co-director of the Harvard Business School’s Business and Environmental Initiative. ‘Humans are much more cooperative and empathetic than that.’”

—TIME Magazine reporting on CMB

We proposed the idea of a “behavioral wedge” to the Natural Resources Defense Council and collaborated with NRDC on its development. In climate science parlance a “wedge” is a gigaton of greenhouse gas (GHG) reduction; a “behavioral wedge” is a gigaton of GHG reduction that comes from simple, low- or no-cost individual behavioral shifts adopted on a large scale, such as keeping tires inflated or eating slightly more poultry and less red meat. NRDC did the quantitative research verifying the potential GHG reduction of such behaviors. CMB steering committee members provided peer review, and CMB's inquiry into new behavioral and social science research afforded insights into how to take them to scale. Shifting voluntary behavior is one important front among many others in the fight against climate change, one that will also benefit other large-scale regulatory, policy, market and investment shifts we need.

During 2009 the CMB steering committee, advisors and Institute staff planned and organized the first CMB symposium, to be held at the Institute in March 2010 and slated to become an annual event. **Current information and news coverage of CMB are posted www.garrisoninstitute.org/cmb**



The 2009 RELACC retreat

Real Estate Leadership in the Age of Climate Change (RELACC)

Buildings are responsible for 42% of US greenhouse gas emissions. ITE's **Real Estate Leadership in the Age of Climate Change (RELACC)** project focuses on driving organizational change to reduce building emissions. In May 2009 the Garrison Institute held the first in a series of retreats for real estate leaders. It gathered 30 diverse and influential industry leaders who share an ambition to move their organizations away from business as usual and towards a new paradigm that would transform their climate impacts. At the retreat, they collaborated on ways to overcome endemic obstacles, drive organizational change and cut emissions, even amid economic uncertainty.

Participants include leaders of businesses, community-based real estate organizations and rising young leaders, among them: **Ken Hubbard**, Executive Vice President of the global real estate company Hines Corporation; **Bob Fox**, architect of the Bank of America Building, perhaps the nation's greenest office building; **Bart Harvey**, former Chairman and CEO of the national affordable housing organization Enterprise Community Partnership and **John McIlwain**, Senior Fellow of the Urban Land Institute. Facilitated by **Rebecca Henderson** of the Harvard Business School, the group heard knowledge presentations and

conducted individual and group contemplative exercises. They were then tasked with developing new strategies and personal climate action plans.

Many participants told us how valuable it was for them to take the time to step back and reflect on critical issues, particularly in a challenging time. Others noted the power of cross-pollination of ideas that took place between for-profit and not-for-profit organizations, and between younger and more experienced leaders. In the wake of the retreat, mentoring, networking, pilot projects and other collaborations among RELACC participants continue to evolve. The Institute is supporting them with an ongoing framework and an online communications hub.



Garrison Institute co-founder Jonathan Rose at the RELACC retreat

The RELACC project is now focused on applying the methods and findings of our Climate, Mind and Behavior program to the building sector, and has been renamed the **Climate, Buildings and Behavior (CBB)** project. CBB is assembling an expanded network of real estate and government leaders who are using insights from behavioral and social sciences to reduce the climate impacts of buildings and occupants. **Current information on CBB is posted on our website, www.garrisoninstitute.org/cbb**

“[Real Estate Leadership in the Age of Climate Change] served to bridge an intergenerational understanding of how our industry needs to evolve... It was a truly transformational retreat.”

—Jason Twill, Senior Project Manager of Sustainability for Vulcan Inc.

Contact the Initiative on Transformational Ecology at: transformationalecology@garrisoninstitute.org

Climate, Mind and Behavior Steering Committee

Aimée Christensen leads Christensen Global Strategies, advising clients from Clinton Global Initiative to the United Nations Development Programme on addressing climate change and ecosystem degradation. Previously, she developed climate change strategy for Google.org, practiced law with Baker & McKenzie and the World Bank and developed the first bilateral and regional agreements on climate change for the US Department of Energy.

Dr. John Gowdy, CMB Project Chair, is the Rittenhouse Teaching Professor of Humanities and Social Sciences in the Economics Department at Rensselaer Polytechnic Institute, and President of the International Society for Ecological Economics. He has written extensively on environmental economics, energy and climate change.

Paul Hawken (bio on page 21)

Rebecca Henderson is the Senator John Heinz Professor of Environmental Management at the Harvard Business School and a Research Fellow at the National Bureau of Economic Research. Her research focuses on the economics of research and development, technology strategy and how large

organizations respond to major shifts in their environment.

Jack Jacometti is the former Vice-President of Future Fuels & CO₂ at Shell International Petroleum Company. He helped develop gas-to-liquid fuels, advanced applications for synthetic fuels and long-term energy scenarios for a sustainable future. He worked with cities, governments, academics, NGOs and OEMs to meet energy needs and address climate change.

Peter Lehner is the Executive Director of the Natural Resources Defense Council (NRDC) and teaches law at Columbia Law School. He previously served as Chief of the Environmental Protection Bureau of the New York State Attorney General's Office, and created and led the environmental prosecution unit of the New York City Law Department.

Billy Parish is the founder of Energy Action Coalition, which has brought together 50 diverse organizations, raised nearly \$10 million, committed nearly 600 colleges to climate neutrality, trained tens of thousands of young people and built a base of 340,000 young voters.

Jonathan F.P. Rose (bio on page 20)

Gus Speth, Distinguished Senior Fellow at Demos, was the former Dean of the Yale University School of Forestry and Environmental Studies, Administrator of the United Nations Development Programme,

Chair of the UN Development Group, founder and President of the World Resources Institute, Chairman of the US Council on Environmental Quality and Senior Attorney and co-founder of the Natural Resources Defense Council. He will soon join the Vermont Law School faculty.

Sander Tideman is the founder of Sense Consulting, helping create sustainable organizations and sustainable economic systems, and co-founder and Director of the Global Leaders Academy, an international network organization. He has facilitated hundreds of events including the Leadership for a Sustainable World Forum with His Holiness the Dalai Lama.

Real Estate Leadership In the Age of Climate Change Steering Committee

Jim Chaffin is the co-founder with James W. Light and President of Chaffin/Light Associates. He is a past Chairman of the Board of Trustees of the Urban Land Institute and recently co-chaired with Charleston Mayor Joe Reilly a South Carolina statewide collaborative smart growth initiative.

Bob Fox is a founding partner of Fox & Fowle Architects and of Cook+Fox Architects. An advisor to Mayor Michael Bloomberg's Office of Long-Term Planning and Sustainability, he designed the Bank of America Tower,

the first skyscraper to seek LEED Platinum certification. He led the team that created the original "Green Guidelines" for the Battery Park City Authority.

F. Barton Harvey III (bio on page 21)

Rebecca Henderson (see CMB Steering Committee on this page)

Ken Hubbard is Executive Vice President and CEO-East Region of Hines, Inc., aggregating more than 37 million square feet of commercial real estate valued at more than \$15 billion. He was previously co-leader of the firm's East-West Division, and co-leader of the Hines Banking Group.

John K. McIlwain is the Senior Resident Fellow and holds the J. Ronald Terwilliger Chair for Housing at the Urban Land Institute. He was Senior Managing Director of the American Communities Fund for Fannie Mae, President and CEO of the Fannie Mae Foundation and Executive Assistant to the Assistant Secretary for Housing/Federal Housing Commissioner at the US Department of Housing and Urban Development.

Jonathan F.P. Rose (bio on page 20)

Joel Russell (bio on page 22)



The June 2009 Transforming Trauma forum

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Field Development

In June 2009 ITT convened the groundbreaking forum “**Transforming Trauma: Integrating Contemplative Practices, Neuroscience and Cross Cultural Perspectives.**” It sparked unprecedented dialogue among more than 50 leading mental health professionals, neuroscientists, clinical researchers and contemplatives. Together, they explored the methods, benefits and challenges of integrating a wide range of contemplative practices into trauma treatment and research. The forum was co-chaired by **Dr. John Briere** of the University of Southern California and ITT Senior Fellow **Dr. Deborah Rozelle**. Garrison Institute Senior Fellow **David I. Rome** facilitated group sessions.

The participants included some of the leading exponents of cognitive/behavioral psychotherapy, Acceptance and Commitment Therapy (ACT), Internal Family Systems (IFS) Therapy, Mindfulness-Based Cognitive Therapy (MBCT), Mindfulness-Based Stress Reduction (MBSR), Eye Movement Desensitization and Reprocessing (EMDR), Focusing, the Garrison Institute’s own Wellness Project, group models such as Sanctuary and other community-based interventions, as well as emerging web-based trauma support networks. They also included expert practitioners in yoga, Christian Centering Prayer, Kabbalah, Buddhism, Native American shamanism and other traditions now being used in trauma treatment.

The Initiative on Transforming Trauma

Trauma directly affects large and growing segments of the US and global population, as well as the human services workers who care for them. Contemplative practices show promise for enhancing healing, recovery and well-being for trauma caregivers and clients alike.

The **Initiative on Transforming Trauma (ITT)** works to advance the emerging field of contemplative-based trauma care by identifying, networking and convening researchers, clinical practitioners, contemplative experts, policymakers and funders. It aims to increase visibility of new contemplative-based clinical and self-care interventions, highlighting scientific research that can validate such approaches.

Through its **Wellness Project**, ITT also develops and pilots its own contemplative-based self-care interventions for caregivers. Their empathetic connection to those they serve increases caregivers’ risk for developing secondary or vicarious trauma (VT) symptoms, closely related to their clients’ symptoms. ITT offers them trainings and other resources to help caregivers prevent and ameliorate VT.

“The Garrison Institute Transforming Trauma Forum] created an unlikely and perhaps unprecedented conversation among prominent neuroscientists, meditation teachers and leading trauma therapists.... It was fascinating to learn of all the studies being done and the innovative applications of meditation to trauma work. There was a huge range of approaches represented from shamanism on one side to exposure therapy on the other.... Many people expressed their gratitude for being part of such a unique gathering—how rare it was for such diverse groups even to be together, much less try to listen to each other.... An unusual conversation was started that will be continued.”

—Dick Schwartz, Ph.D., founder of the Internal Family Systems model

Their rich, cross-disciplinary exchange opened up new vistas for contemplative-based trauma care, galvanizing the participants and continuing to reverberate across their various fields today. Participants told us that it gave them both inspiration and a call to action, motivating them to integrate new approaches that work, including the wellspring of contemplative traditions. The forum sparked new collaborations, for example a cooperative effort on methods for measuring the trauma of racism, and raised new policy considerations. Forum participants and others in the growing Transforming Trauma network continue to collaborate and connect via an online hub the Institute has provided. A second professional symposium is planned for 2011.

In addition to convening professional meetings, ITT also helps develop the field of contemplative-based trauma care by conducting research. For example, an ongoing mapping study, led by Garrison Institute Senior Fellow Dr. Deborah Rozelle, documents the current state of the field, analyzing which contemplative-based practices are being used with which populations, and with what success.

The Wellness Project

In 2009 ITT successfully completed a five-year pilot of its Wellness Project, offering contemplative-based trainings for caregivers in domestic violence (DV) shelters. The Project conducted trainings for over 400 domestic violence workers in some 40 shelters throughout the New York metropolitan area.

Wellness trainings support caregivers' well-being while imparting skills that reduce stress, build resilience and enhance the effectiveness of their work with clients. They combine education and body-based techniques such as restorative



The Wellness Project faculty

Here's what respondents to the independent 2009 Wellspring assessment told us about the Wellness Project:

"I find myself feeling better, stronger, happier, and taking better care of myself. As a result, I am better able to deal with family issues and clients at work."

"Being able to offer this informative, healthy program to my staff right on site is an amazing gift to all of us. Having a large group of staff engaged in this process together increases the chances of all of us being able to keep the Wellness ideas and practice going in our lives."

"Working in this field hardened me and the tools introduced by Wellness (such as meditation, yoga, breathing, body alignment techniques, art therapy) made me softer.... I am humbled to know there is a more effective, more mindful way of living."

yoga with mindfulness meditation techniques, which recent research suggests help relieve stress and enhance mood and well-being for trauma sufferers. A commitment to cultural and spiritual diversity is built into the training modules and helps make them easily adaptable to diverse settings and cultures.

An independent, qualitative program evaluation conducted in the spring of 2009 by Wellspring Consulting confirmed that the Wellness trainings had an "impressive" impact on domestic violence workers and those they serve. It found:

- 85% of participants surveyed said they are better able to serve people impacted by trauma as a result of the training.
- 76% said it improved the quality of care they provide.
- 89% said they are less likely to burn out.
- 88% said the impact of the Wellness Project on their ability to do their job has been higher or much higher than that of other trainings.
- 98% said all DV workers should receive Wellness training.

In April we held a Wellness retreat for 25 domestic violence service providers from three shelters in the greater New York metropolitan area who had participated in previous Wellness programs. The retreat featured meditation and yoga, Alexander technique and deep dialogue about Wellness's benefits and applicability, building community and a workplace culture of Wellness. It marked the culmination of Wellness training for these groups and the successful completion of the Wellness pilot.

Wellness embarked on a replication phase in 2009, expanding its focus to address vicarious trauma across diverse settings nationally and internationally. We offered one-day introductory Wellness workshops for domestic violence shelters, victims' services agencies, violence prevention programs and other care providers. We provided advice and technical assistance to agencies and providers such as family court services, children's assistance services and rape crisis centers, in order to help them create their own programs. A Wellness sourcebook was compiled to document the experience of the pilot program and to guide new applications. We also launched a new international track to develop tools and trainings for human services providers abroad, such as human rights defenders and humanitarian relief agencies.



Kiko Lattu and DaRa Williams

workshop on managing stress and building resilience for human rights activists, many of whom experience intimidation, unlawful incarceration, violence and even attempted assassination as a result of their work. The workshop will be offered for the first time at an international gathering of human rights defenders in Ireland in 2010.

Contact the Initiative on Transforming Trauma at:
transformingtrauma@garrisoninstitute.org

Wellness International

In 2009 **Kirsti (Kiko) Lattu**, M.P.H., advised the Institute on the feasibility of adapting and expanding Wellness to support international caregivers working in high-stress, dangerous environments, such as humanitarian aid personnel, gender-based violence workers, human rights activists and others. Drawing on the successful Wellness Project curriculum, Lattu and Garrison Institute Senior Fellow Deborah Rozelle collaborated with the International Foundation for the Protection of Human Rights Defenders (a.k.a. "Front Line") to design a

ITT Leadership Council

Deborah Rozelle, Psy.D., Leadership Council Chair and Garrison Institute Senior Fellow (bio on page 22)

Lori Arviso Alvord, M.D., is a member of the National Advisory Council for Complementary and Alternative Medicine (NACCAM). She is Assistant Professor of Surgery and Psychiatry at Dartmouth Medical School.

John Briere, Ph.D., is Associate Professor in the departments of Psychiatry and Psychology at the Keck School of Medicine, University of Southern California, Director of the Psychological Trauma Program at LAC+USC Medical Center and Co-Director of the MCAVIC-USC Child and Adolescent Trauma Program, National Child Traumatic Stress Network. He has written widely on trauma, child abuse and interpersonal violence.

Mary Ann Dutton, Ph.D., is a clinical psychologist specialized in the area of intimate partner violence and other forms of interpersonal violence. She is a researcher, consultant, forensic expert and Professor in the Department of Psychiatry of Georgetown University. She researches and writes about interpersonal trauma, low-income and minority women's health and mental health issues.

Victoria Follette, Ph.D., is a clinical scientist with a special interest in the etiology and treatment of trauma-related problems. She is a Founda-

tion Professor at the University of Nevada, Reno. Dr. Follette's work is focused on survivors of interpersonal violence and the use of acceptance-based behavioral therapies.

Paul Fulton, Ed.D., is a clinical psychologist and founding member of the Institute for Meditation and Psychotherapy. He is currently Director of Mental Health for Tufts Health Plan, a large managed care organization in Massachusetts. He is also a forensic psychologist and teaches psychology and meditation.

Doralee Grindler-Katonah, Psy.D., M.Div., is a Focusing-oriented psychotherapist, a health psychologist working in the field of mind/body/spirit medicine, a Soto Zen practitioner and Associate Professor at the Institute of Transpersonal Psychology in Palo Alto, California. She was the founding Director of the Focusing Institute.

Jim Hopper, Ph.D., is a researcher, therapist, forensic consultant and Instructor in Psychology at Massachusetts General Hospital and Harvard Medical School. A practitioner of Vipassana and Tibetan Buddhism, he has also studied the effects of trauma on the mind and brain.

Sat Bir Singh Khalsa, Ph.D., has conducted research in neuroscience for over 30 years and has practiced yoga for over 35 years. He is Director of Research for the Kundalini Research Institute, Research Director of the Kripalu Center for Yoga and Health and an Assistant Professor of

Medicine at Harvard Medical School at Brigham and Women's Hospital.

Anthony King, Ph.D., is an Instructor at Jewel Heart Tibetan Buddhist Learning Centers and has been a student of Gelek Rimpoche for the past 20 years. He is a research faculty member in the Department of Psychiatry at the University of Michigan where he studies the neuroscience of emotion, PTSD and other trauma-related psychiatric disorders.

Charles Raison, M.D., is an Assistant Professor in the Department of Psychiatry and Behavioral Sciences, Emory University School of Medicine, where he also serves as Clinical Director of the Mind-Body program and Co-Director of the Collaborative for Contemplative Studies. Dr. Raison is also the mental health expert for CNNHealth. His research focuses on stress and immune systems, and includes compassion meditation as a strategy to reduce inflammatory responses to psychosocial stress.

Sharon Salzberg (bio on page 20)

Lynn C. Waelde, Ph.D., is a Professor at the Pacific Graduate School of Psychology, a Consulting Associate Professor at Stanford University School of Medicine, founder and Director of the Inner Resources Center of the Kurt and Barbara Gronowski Psychology Clinic and the developer of the Inner Resources meditation program. She studies stress disorders and therapeutic applications of meditation and mindfulness.

DaRa Williams, M.A., is a clinical psychologist and former Program Director of the Garrison Institute's Wellness Project. She directed a school-based mental health service funded by the New York State Department of Mental Health and consulted at the Rockland Family Shelter. A practitioner of Vipassana and Ascension meditation, she is on the board of the Insight Meditation Society.

Wellness International Adviser

Kirsti (Kiko) Lattu, M.P.H., is Advisor to the Wellness International project. She has 20 years' experience in humanitarian assistance, international public health and human rights in more than 25 crisis-affected countries. She was a humanitarian advisor for the US Agency for International Development's (USAID) Office of Foreign Disaster Assistance and was on the first Human Rights Watch field team after the genocide in Rwanda. She has participated in rights-based strategic planning and policy formulation with organizations such as Médecins Sans Frontières and a UNHCR-led global working group on refugee reproductive health.



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Helping bring contemplative-based change to Washington

In October 2009 the Garrison Institute co-sponsored several Washington, DC events which featured **His Holiness the Dalai Lama** and which also presented Garrison Institute staff and key collaborators, exploring the power of contemplation and applied contemplative wisdom to transform individuals and create positive social and environmental change.

His Holiness was a featured speaker at "Educating World Citizens for the 21st Century," a meeting of the Mind and Life Institute. Among the other featured speakers and panelists were **Mark Greenberg** of Penn State University, Chair of the Institute's Initiative on Contemplation and Education Leadership Council, **Linda Lantieri** of the Inner Resilience Program at the Tides Foundation, also a member of the ICE Leadership Council, and *Emotional Intelligence* pioneer and Garrison Institute Advisory Council member **Daniel Goleman** (bio on page 21).

"The Convergence of Science and Spirituality," hosted by Emory University, featured remarks by **Lodi Gyari Rinpoche**, special envoy of His Holiness, and a presentation by Daniel Goleman.

"The Heart of Change: Finding Wisdom in the Modern World," hosted by the Conservancy for Tibetan Art and Culture, included a two-hour morning teaching by His Holiness, and an afternoon symposium at which Garrison Institute Senior Fellow Deborah Rozelle of our Transforming Trauma Initiative was a featured speaker.

Retreats that Advance

In 2009 the readers of *Tricycle* magazine voted the Garrison Institute a favorite retreat venue. But the Institute is more than just a tranquil place to retreat to; it is a place to advance from, a place for deepening engagement with the world and a powerful resource for personal growth and social change.

In 2009 we attracted over 4000 participants to more than 40 diverse retreats. Some focused on contemplative practices such as meditation and reflection, exploring diverse wisdom traditions as well as contemporary ideas and practices. Others convened professionals in key social change fields to focus on transformational leadership.

The Institute sponsors or co-sponsors certain retreats; others are booked through our “Retreats at Garrison” program. We put our facilities and resources at the disposal of visiting teachers from around the world, helping connect them to new students and wider communities of practice. All retreats held at the Institute meet the following criteria:

- They each belong to a recognized, well established spiritual or wisdom tradition or body of work.
- Contemplative practice is at the center of each.
- Each is led by qualified teachers whose credentials are recognized by their traditions.
- Each presents teachings which have the potential to apply to social as well as personal transformation.



His Holiness the Dalai Lama at the Garrison Institute in 2009

A Wealth of Wisdom and Diversity

The Garrison Institute is privileged to welcome distinguished teachers from around the world, representing a wide range of traditions and disciplines, to lead retreats and special events. Among those who taught here in 2009 were:

Sensei Janet Abels
Adyashanti
Fr. Carl Arico
Ayang Rinpoche
Sylvia Boorstein
Anne Weiser Cornell
His Holiness the Dalai Lama
Richard Davidson
Peter Doobinin
Georges Dreyfus
John Dunne
Koshin Ellison
Gail Fitzpatrick-Hopler
David Frenette
Gangaji
Gelek Rinpoche
Rachel Gluckstein
Ani Grosser
Joan Halifax Roshi

Arawana Hayashi
Rabbi Melissa Heller
Kabir and Camille Helminski
Jean Houston
Fr. Thomas Keating
Nada Lou
Barry Magid
Roshi Enkyo O'Hara
Susan Ji-on Postal
Matthieu Ricard
Gabrielle Roth
Sharon Salzberg
Peter Senge
Jane Daion Shuman
Lama Surya Das
Don Symanski
Rabbi Lawrence Troster
Tsoknyi Rinpoche
Yongey Mingyur Rinpoche

Here are a few examples of the retreats we hosted in 2009. The full calendar of recent and upcoming retreats is posted on our website: www.garrisoninstitute.org

New York Zen Center for Contemplative Care Roshi Enkyo O'Hara and members of the Center's core teaching faculty led two retreats in January and October for a total of 100 caregivers, looking deeply at how to integrate contemplative practice with caregiving. Participants ranged from professional nurses, psychotherapists, social workers, chaplains and doctors to lay caregivers who work with seriously or terminally ill hospital and hospice patients.

Dzogchen Center In January and July **Lama Surya Das**, a leading figure in conveying Tibetan Buddhism to the West, led retreats on the "natural great perfection," the inherent freedom of being that is our true nature. The retreats introduced a total of 140 students to Dzogchen meditation, Tibetan Energy Yoga, relaxation techniques, chanting and self-inquiry practices.

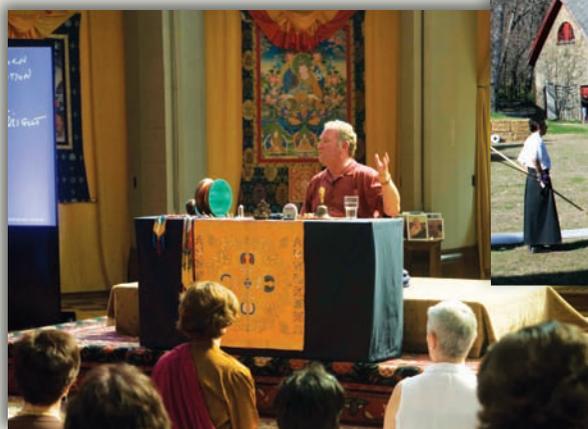
Focusing Institute In February and August we hosted retreats of the Focusing Institute, whose work is based on the research of philosopher and psychologist **Eugene Gendlin** concerning "felt sense," or contact with one's own authentic inner experience, as the source of growth and change. Taught by **Ann Weiser Cornell, Elena Frezza, Nada Lou, Greg Madison** and **Kevin McEvenue**, these two Focusing retreats attracted over 150 participants.

Contemplative Outreach In March and October **Fr. Thomas Keating**, together with **David Frenette, Gail Fitzpatrick-Hopler** and **Fr. Carl Arico**, led intensive retreats for over 300 people, exploring the contemporary Christian contemplative practice of Centering Prayer, an approach Fr. Keating pioneered to reclaim and revive early Christian teachings and practices of the Desert Fathers and Mothers.

Toko Kyudojo In April **Don Symanski** returned to the Institute to lead over 30 students in a three-day retreat in kyūdō, traditional Japanese archery practiced as moving meditation. Like other contemplative practices, kyūdō demands being fully in the moment and meticulous attention to detail, so that kyūdō form and movements provide a subtle mirror of the self.

Mingyur Rinpoche and Tsoknyi Rinpoche Two of the new generation of Tibetan Buddhist masters making Tibetan Buddhism accessible and relevant in the West, **Yongey Mingyur Rinpoche** and **Tsoknyi Rinpoche** are brothers. Mingyur Rinpoche returned to the Institute in June and July to lead two retreats for a total of 235 people, teaching core meditation practices and exploring the nature and essence of mind, compassion and freedom from attachment. In October Tsoknyi Rinpoche led a retreat on the bardo states of transition through birth, dreams and death, and their opportunities for spiritual growth. Both return next year.

On retreat at the Garrison Institute (from left):
Surya Das, Toko Kyudojo, Tsoknyi Rinpoche, Peter Senge



©Dzogchen Center - Jim Daniels



©Garrison Institute - Nate Binzen



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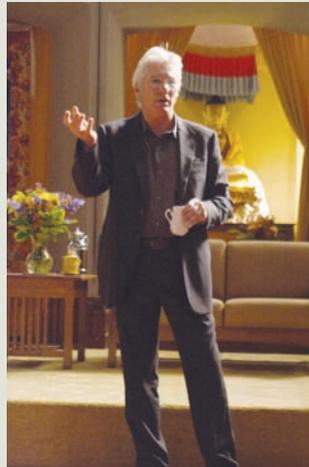


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Society for Organizational Learning (SOL) SOL is part of a collaborative national learning network called Schools and Communities Learn for a Sustainable Future. In July SOL held a retreat for the groups' members facilitated by SOL founder and chairperson **Peter Senge**, systems educator **Linda Booth Sweeney**, **Jaimie Cloud**, founder/President of the Cloud Institute for Sustainability Education and **Lees Stuntz**, Director of the Creative Learning Exchange.

Emerging Jewish and Muslim Scholars In August the Reconstructionist Rabbinical College's Department of Multifaith Studies and Initiatives held a by-invitation retreat for 25 emerging Muslim and Jewish religious scholars. It offered interfaith dialogue and shared reflection between rabbinical and madrasa students who will go on to become religious leaders in their communities.

NYU Social Entrepreneurship Program In August New York University's Reynolds Social Entrepreneurship Program returned to the Institute to hold its summer retreat for some 50 current and incoming Graduate Fellows and Undergraduate Scholars of the Program, which trains and mentors social entrepreneurs. The retreat gave them a chance to synthesize what they have learned and reflect on the social change work they will do.



Richard Gere addressing the Tibetan Professionals retreat

Tibetan Professionals In October **His Holiness the Dalai Lama** returned to the Institute to lead a three-day retreat for 200 young Tibetan professionals living and working in the US, Canada and Latin America. It was part of an ongoing series at the Institute designed to keep members of the Tibetan diaspora connected to their culture and religion. His Holiness stressed the importance of using their educational attainment and professional achievements to benefit the worldwide Tibetan community. **Richard Gere's** keynote address spoke of "motivation and lineage," praising the realism and idealism of young Tibetans determined to help preserve and advance their culture.



The Garrison Institute is housed in a beautifully renovated 77,000 square foot facility on the estate of a former Capuchin monastery, whose grounds overlook the Hudson River and connect to adjacent trail systems. An hour north of Manhattan, it offers accommodations for 160 overnight guests and many amenities in an authentic contemplative setting.

"[The Garrison Institute's leaders] had motivation, they took refuge in their teachers and their lineage. Their hearts were wide open. They had some resources themselves, but they didn't do it all themselves. They got people around them who also had similar ideas and who were able to give at whatever level. They created this extraordinary place, as a physical place but also as an idea."

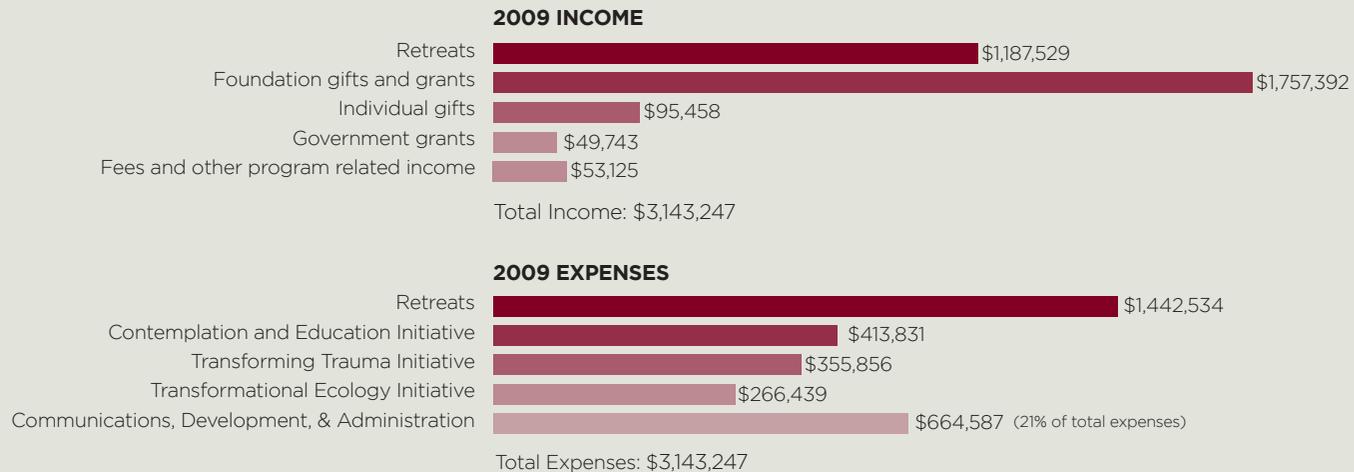
—Richard Gere addressing the Garrison Institute's Tibetan Professionals retreat

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Institutional Growth

Since 2003 the Garrison Institute has grown from a start-up to an established leader in the emerging field of contemplative-based social change. In 2009 many not-for-profits lost ground as funding shrank in the economic downturn. In spite of the economic challenge the Institute grew, investing in new programs and new IT capacity.



Instead of a downturn, there was an upsurge in the Institute's activities and results during 2009. The scope of our programming, the level of recognition we received and the impacts we created grew faster than ever. For example, in 2009:

- Our programs and retreats attracted over 4000 people, incrementally more than in 2008. By the end of the year we had welcomed our 18,000th individual participant and logged a total of 91,000 room nights since we opened our doors in 2004.
- Our income grew modestly over 2008 levels despite the economic downturn.
- A rigorous, independent assessment confirmed the Institute's Program Initiatives and projects achieved significant impacts on professional fields, especially our **Initiative on Contemplation and Education** and our **Wellness Project** (see pages 4 and 12).
- Our **Cultivating Awareness and Resilience in Education (CARE)** teacher training program attracted a major grant from the US Department of Education (see page 6).
- We conducted and implemented a management assessment, updating procedures and redefining responsibilities.
- We created and filled new, key positions managing our IT department and building our **Wellness International** project.
- We completed and implemented a strategic plan for new IT capability, upgrading computer hardware and software, and shifting our most critical IT services in-house.
- We designed and built a new website and a new database, both launching in early 2010.

Good Governance

We owe the Institute's continued growth and success largely to the good governance and skillful leadership of our Board of Trustees. In May 2009 the Institute held a Board retreat to consider how we could build on our current momentum and maintain growth, even while charitable giving was down and budgets were tightening. Facilitated by **Jane Pierson** of Cavanaugh, Hagan, Pierson & Mintz, Board members reviewed our budget and heard Wellspring Consulting's **Chris Keevil** present a specially commissioned assessment of the achievements and cost-effectiveness of our Transforming Trauma and Contemplation and Education Initiatives. To keep our programs on track and nurture their growth, the Board set targets for near-term budget cuts and fundraising, which were implemented. The Board also reaffirmed the Institute's strategic investments in strengthening our IT capacity.

Growing Virtually

During 2009, we set ourselves the goal of building a first-rate virtual organization to complement the physical one.

To that end, we conducted and implemented a strategic plan for information technology, completely overhauling the Institute's technological infrastructure. We made significant new investments in upgrading our hardware and installing cutting-edge software, and shifted our most important IT functions which were previously outsourced back in-house. We selected and implemented a new Constituent Relations Management (CRM) database system, and a new web platform. We designed and built an entirely new website featuring online registration, multimedia content, streaming video, social networking and special online hubs for specific program-related communities.

Going online in early 2010, the new website will be an important communications tool to connect us more broadly to general audiences and deepen dialogue within key professional fields and specialized communities. The vast new capabilities the web portal will give us — from sophisticated online publishing to webcasting and distance learning — are critical for our efforts to replicate and disseminate our work on a national and global scale. They will help extend both the cost-efficiency and the reach of the Institute's programs.

Board of Trustees

The Garrison Institute is governed by a Board of Trustees composed of prominent leaders in contemplative, religious, scholarly, scientific and advocacy fields. We are profoundly grateful for their talent, commitment and guidance.



Rabbi Rachel B. Cowan is Director of the Institute for Jewish Spirituality and the former long-time Director of the Jewish Life Program for the New

York-based Nathan Cummings Foundation. Her books include *Growing Up Yanqui* and *Mixed Blessings* (with Paul Cowan).



Christopher J. (Kim) Elliman is the CEO of the Open Space Institute, a land conservation organization that has protected and/or financed close to

2 million acres and created over 50 new parks or protected areas in the Eastern US. He has worked in news, government and in the corporate and nonprofit sectors. He is currently a director of Barrett Associates, Inc. and has served on the boards of numerous nonprofits and foundations.



Will Rogers is President and CEO of the Trust for Public Land (TPL), a national nonprofit that has conserved 2.8 million acres of land for people

to enjoy as parks, playgrounds, community gardens, farms, historic places and wilderness. A nationally recognized land preservation advocate, before joining TPL he managed infill urban development projects for a Chicago-based real estate development company and founded and managed a commercial honey production company in Bogotá, Columbia.



Diana Calthorpe Rose is President and co-founder of the Garrison Institute and of the Lostand Foundation, which supports social action, land conserva-

tion and sustainable development. She also serves on the boards of several Buddhist organizations in the US. She has a background in art, design, artistic event and gallery management and is an accomplished dressage rider.



Jonathan F. P. Rose is Chairman of the Garrison Institute, Chair of the MTA Commission on Climate Change and Co-Chair of the Urban Land Institute's

Committee on Land Use and Climate Change. He is also founder and President of Jonathan Rose Companies LLC, a multi-disciplinary real estate development, planning, consulting and investment firm whose mission is to repair the fabric of communities. A leading green urban solutions provider, the firm currently manages over \$1.5 billion of work, much of it in close collaboration with not-for-profits, towns and cities. He is active on the boards and councils of numerous environmental, sustainable development and cultural organizations.



Sharon Salzberg is an acclaimed meditation teacher and author. She is a co-founder of the Insight Meditation Society in Barre, Massachusetts and

The Barre Center for Buddhist Studies. Her books include *The Kindness Handbook*, *The Force of Kindness*, *Faith: Trusting Your Own Deepest Experience* and *Lovingkindness: The Revolutionary Art of Happiness*.



Bennett M. Shapiro, M.D., is a Partner at PureTech Ventures and a consultant in the field of biotechnology. He is also a Director of the Mind and Life

Institute, the Tricycle Foundation, the Drugs for Neglected Diseases initiative and a Trustee Emeritus of Dickinson College. Previously he was Executive Vice President at Merck Research Laboratories and Professor and Chairman of the Department of Biochemistry at the University of Washington. He is the author of over 120 papers on the molecular regulation of cellular behavior and the biochemical events that integrate the cascade of cellular activations at fertilization.

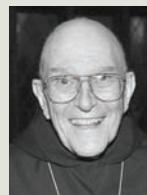


Betsy Taylor is President of Breakthrough Strategies & Solutions, a consulting firm that offers help to philanthropic, business and nonprofit clients to

address climate change and promote sustainability. She is co-founder and Board President of the 1Sky campaign and served as President of the Center for a New American Dream, an organization dedicated to helping Americans live and consume wisely for a better world. Her books include *More Fun, Less Stuff*, *What Kids Really Want that Money Can't Buy* and *Sustainable Planet: Solutions for the 21st Century*.

Spiritual Advisers

The Garrison Institute is blessed with the guidance of three cherished spiritual advisers.



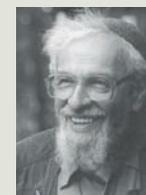
Father Thomas Keating is one of the architects of the Centering Prayer movement and of Contemplative Outreach, Ltd., now an international ecumenical organization that

teaches Centering Prayer and the Christian contemplative tradition and provides a support system for those on the contemplative path. His books include *Open Mind, Open Heart*; *The Mystery of Christ*; *Invitation to Love*; *Intimacy with God*; *The Human Condition*; *The Better Part*; *The Fruits and Gifts of the Spirit* and *Manifesting God*.



Kyabje Gelek Rimpoche is among the last generation of lamas educated in Drepung Monastery before the 1959 Communist Chinese invasion of Tibet. Forced to flee to India in 1959, he later gave up monastic life to better serve the lay community

of Tibetan Buddhist practitioners. In 1989 Rimpoche founded Jewel Heart, a Tibetan Buddhist and Cultural Learning Center. On June 24, 1994 Rimpoche became a US citizen. His books include *Good Life, Good Death*, *The Tara Box: Rituals for Protection and Healing from the Female Buddha* and *Odyssey to Freedom*.



Rabbi Zalman Schachter-Shalomi, better known as 'Reb Zalman,' is the father of the Jewish Renewal and Spiritual Eldering movements, an active

teacher of Hasidism and Jewish Mysticism and a participant in ecumenical dialogs throughout the world, including an influential one with the Dalai Lama documented in the book *The Jew in the Lotus*. One of the world's foremost authorities on Hasidism, his books include *Wrapped in a Holy Flame: Teachings and Tales of the Hasidic Masters* and *Jewish with Feeling: A Guide to Meaningful Jewish Practice*, written with Joel Segel.

Advisory Council

The Garrison Institute benefits from the advice and support of world-class leaders in key social change fields.

Ruth Cummings Sorensen directs the Israel Festival Network, supporting Israeli artists and sponsoring performances and outreach programs through the Israel Festival, Jerusalem, Israel's annual premier performing arts event. She also chairs the board of the Pardes Institute for Jewish Studies in Jerusalem and serves on the boards of Nathan Cummings Foundation, the Moreshet Avraham Synagogue, Jerusalem and the Reut School for Pluralistic Religious Education, Jerusalem.

Daniel Goleman was trained as a psychologist and worked as a science journalist at *The New York Times*. He is Co-Director of the Consortium for Research on Emotional Intelligence in Organizations at Rutgers University and a co-founder of the Collaborative for Academic, Social and Emotional Learning (CASEL) at the University of Illinois at Chicago. His books include the worldwide bestseller *Emotional Intelligence*, and his latest, *Ecological*

Intelligence, featured on the cover of TIME as one of "Ten Ideas Changing Our World."

F. Barton Harvey III is the former CEO and Chairman of Enterprise Community Partners, a leading provider of development capital and affordable housing expertise, whose Green Communities initiative for sustainable development in low-income communities won numerous awards. He was appointed by Congress to the Millennium Housing Commission 2000-2002 and serves on Fannie Mae's board as well as a number of nonprofit boards. In 2008 he won the Urban Land Institute's Nichols Prize for Visionaries in Urban Development and was named the National Housing Commission's Person of the Year.

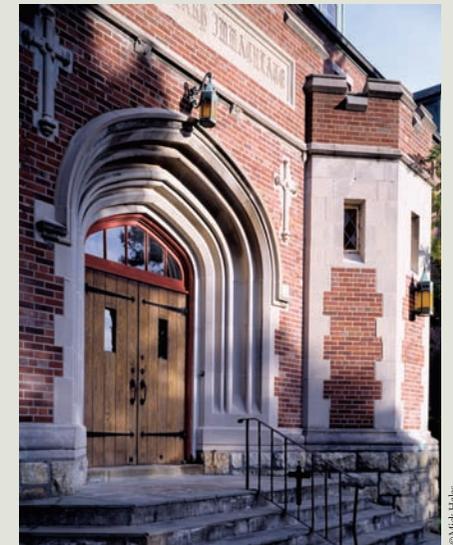
Paul Hawken is the CEO of OneSun-Solar and co-founder of the socially responsible Highwater Global Fund, ecological businesses such as Biomimicry Ventures Group, the Pax Group and the Natural Capital Institute. He has consulted for governments and corporations on economic development, industrial ecology and environmental policy. He has also taught courses and written extensively about the impact of commerce on living systems. His books include *The Next Economy*, *Growing a Business*, *The Ecology of Commerce*, *Blessed Unrest*, and, with Amory Lovins, *Natural Capitalism*.

Michael Lerner is President of Commonweal, a health, environmental and educational center in Bolinas, California, and of Smith Farm Center for Healing and the Arts in Washington, DC. He is co-founder of the Commonweal Cancer Help Program, the Collaborative on Health and the Environment, Health Care Without Harm and The New School at Commonweal.

Peter Senge is the founding chairperson of the Society for Organizational Learning and a Senior Lecturer at the Massachusetts Institute of Technology. He has worked with leaders in business, education, health care and government and lectured extensively throughout the world, translating the abstract ideas of systems theory into tools for better understanding of economic and organizational change. He is the author of *The Fifth Discipline: The Art and Practice of the Learning Organization*.

Pavan Sukhdev is a Managing Director and head of the Global Markets division of Deutsche Bank in Mumbai, India. A passionate environmentalist active in India and around the world, he is the founder/Director of the "Green Accounting for Indian States" project, Chairman of the Conservation Action Trust, and the head of a European Union global study on the economic impact of biodiversity and ecosystems loss.

Mary Evelyn Tucker is a Senior Lecturer and Senior Scholar at Yale University, with appointments at Yale's Department of Religious Studies, School of Forestry and Environmental Studies and Divinity School. With her husband John Grim she co-founded and co-directed the Forum on Religion and Ecology conference and is editing a series of companion volumes. A member of the Interfaith Partnership for the Environment at the United Nations Environment Programme (UNEP), she served on the International Earth Charter Drafting Committee from 1997 to 2000 and is a member of the Earth Charter International Council. She has written and edited many books on religion and ecology, including several works by Thomas Berry.



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Senior Fellows

David I. Rome teaches Deep Listening workshops, combining the Focusing method founded by Eugene Gendlin with Buddhist mindfulness-awareness practices. Prior to joining the Institute he was on the senior leadership team of the Greyston Foundation, 1993 to 2005. In the 1980s he was an editor and then President at Schocken Books. During the 1970s he was the secretary to Chögyam Trungpa Rinpoche, his teacher. Rome also taught meditation himself and was involved in the founding of Shambhala International, Naropa University and the Shambhala Training meditation program.

Deborah Rozelle, Psy.D., is a licensed clinical psychologist and art therapist specializing in trauma, attachment and adoption, with special interests in applying sensory integration processes. A Tibetan Buddhist practitioner and student of Gelek Rinpoche, she also integrates Buddhist psychology and practices in trauma treatment. She is a Senior Advisor to the Office of Refugee

Resettlement-Unaccompanied Minors Trauma Program and a certified EMDR therapist and EMDRIA-approved consultant. She was a longtime faculty member of the Trauma Center at the Justice Resource Institute and a past board member of the New England Society for the Study of Trauma and Dissociation.

Joel Russell spent 30 years as a planning consultant and land use attorney specializing in sustainable development, land conservation, community participation and traditional neighborhood design. His innovative zoning codes and master plans that implement sustainable development principles have been adopted by many communities and his work in land conservation has resulted in the permanent preservation of over 20,000 acres of land.



Staff

The Garrison Institute wishes to acknowledge the extraordinary contributions of the many people who work with us, past and present. We are especially grateful for the talent and dedication of our administrative, communications, development, IT, operations, programming, research and teaching staff.

In addition to our professional staff, in 2009 we expanded and formalized our internship and volunteer programs. We now offer year-round internships in all three Program Initiatives and in our communications and development departments. Professional volunteers gave us roughly 400 hours in 2009, helping us with everything from retreat operations to online social networking.

The Institute's staff, interns and volunteers are a critical part of the community of professionals, leaders, teachers and visionaries that make the Garrison Institute a vibrant, effective network for social change.

For in-depth, updated information on all our Initiatives, Programs and Retreats, visit our website: www.garrisoninstitute.org

Funders

The Garrison Institute is profoundly grateful for the vision and generosity of the funders who make our Program Initiatives, retreats and operations possible.

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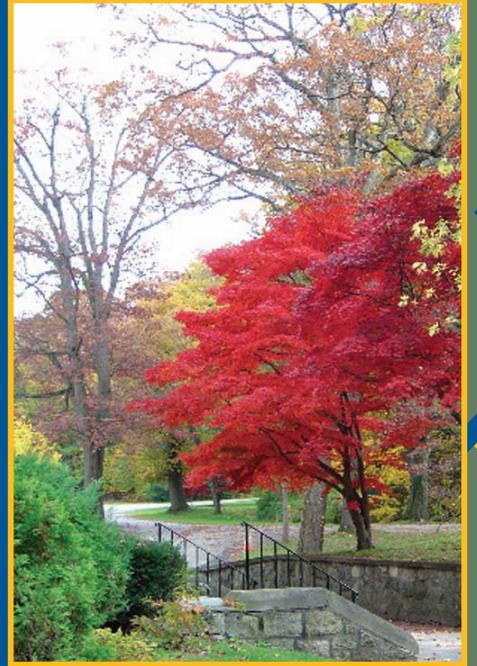
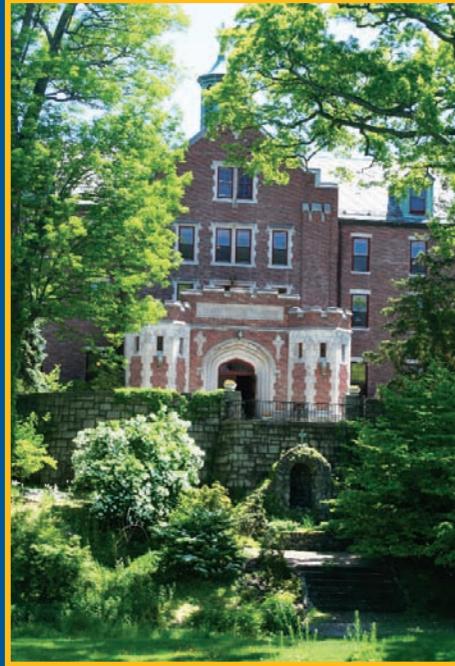
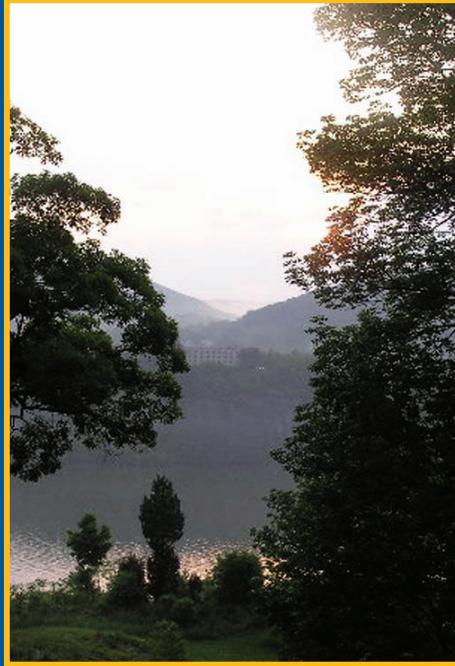
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