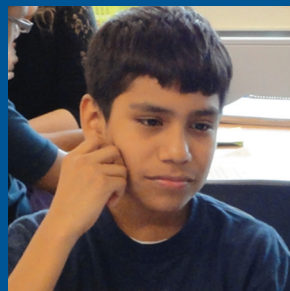


# THE GARRISON INSTITUTE

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



## ANNUAL REPORT 2011

The Garrison Institute is more than a place; it's a community. On its historic campus in Garrison, New York, it pursues **evidence-based research** and **practical applications** of **contemplative approaches to social change**. More than our board and staff or bricks and mortar, the Institute fundamentally consists of the **people connected** through us. They comprise **diverse learning and professional networks** and **communities of practice** stretching across the US and abroad. We helped found, and continue to lead, a **broad-based movement of people** practicing contemplative-based change, whose influence extends far beyond our walls.



People from all walks of life experience the benefits of contemplation through our retreats and programs, and bring them back into their lives, communities and workplaces. Some 35,000 participated directly since our doors opened in 2003; others discovered us via our online hubs and regional meetings or through external conferences. Caregivers and CEOs, educators and researchers, policymakers and human service providers, and other change agents are using contemplative skills and scientific insights they encountered through the Institute in their own work and professional fields, and are having a profound impact. It's these people who best define us, a few of whom you'll meet in this report. Meanwhile here are some other definitions that apply. The Garrison Institute is:

- **A 501(c)3 nonprofit, 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 where contemplative approaches are mainstream, and applied at scale to create conditions for systemic change.
- **A leader in the emerging field of contemplative education.** Our Initiative on Contemplation and Education (ICE) introduces educators to evidence-based mindfulness techniques that can enhance their well-being, create healthier school environments and improve educational outcomes. Across the US, K-12 schools are implementing mindfulness-based education programs. Together with partner organizations such as Penn State, Fordham, the American Educational Research Association, the Collaborative for Academic, Social and Emotional Learning, the Center for Contemplative Mind in Society, the Mind and Life Institute and others, we help lead the advance of this exciting, impactful field. See page 4.
- **A national hub for innovative, people-centered approaches to climate change.** The Institute's Climate, Mind and Behavior (CMB) program connects

insights from social and behavioral sciences to spark new thinking about sustainability and climate change solutions, including behavioral approaches to reducing emissions and energy use. A learning network for decision-makers in climate change and related fields, CMB organizes annual national symposia and ongoing regional meetings. It disseminates research and offers tools and resources for policymakers. Now working with the US Department of Energy, the Urban Sustainability Directors Network, Columbia University and others, CMB has emerged as a promising new approach to climate change. See page 6.

- **A pioneer of contemplative trauma care.** The Institute's Wellness Project designed and delivered contemplative-based resiliency trainings for domestic violence shelter staff. It now works to develop resiliency trainings in other fields, including for human service providers, humanitarian aid workers and volunteer and professional caregivers, and is collaborating on a major symposium on contemplative-based palliative and end-of-life care. See page 8.
- **A rich array of opportunities to learn and hone contemplative skills.** Each year we present many retreats and programs supporting personal growth and social change, some focused on contemplative practices from diverse traditions, others on resiliency and leadership training for professionals. We welcome world-class teachers and students of all levels, from our historic Buddhist Teachers Council to accessible "gateway" retreats and scholarship programs that introduce contemplative practice to new audiences. See page 10.
- **A world-class venue for retreats and meetings.** Housed in a renovated former monastery on a bucolic stretch of the Hudson River an hour north of Manhattan, the Institute's authentically contemplative setting attracts a wide range of users, many of whom keep returning. More than just an inviting place for retreats, the Institute is a supportive context for advancing and deepening engagement with the world.



# Contemplative Teaching and Learning

is a powerful trend we're helping lead. While much of the national discourse on education focuses on improving test scores and teacher retention rates (half of all new teachers burn out within their first five years), there is also increasing recognition of the importance of the **inner dimension** of education. Contemplative education builds inner skills such as attention, self-regulation, compassion and resilience, **supporting teachers** and **students** and **deepening learning**. Our research shows accessible mindful awareness practices and other reflective approaches can help teachers cope with stress, reduce burnout and **improve classroom environments** and **educational outcomes**.



## A Fast Growing Field

Our Initiative on Contemplation and Education (ICE) works to introduce relevant contemplative techniques to educators. Together with organizations such as the American Educational Research Association, the Collaborative for Academic, Social and Emotional Learning, the Center for Contemplative Mind in Society, the Mind and Life Institute and many others, ICE and its Leadership Council (see page 14) help guide the emerging professional field of contemplative education, which continued to grow rapidly in 2011.



For example we hosted a cross-disciplinary leadership forum for educators and scientists on "Mindful Teacher Behavior: Conceptualization and Measurement." Participants honed their definition of "mindful teaching" and worked on an observational coding system to help study it.

We held a major public symposium on "Advancing the Science and Practice of Contemplative Teaching and Learning" for 170 educators from across the US and abroad, exploring the growth of contemplative education and planning a research agenda to support it. The meeting showcased successful contemplative education programs being implemented in K-12 school districts, such as the MindUp™ program in Newark schools, the Inner Resilience and Tai Chi for Kids programs in New York City, the Mindful Schools and Youth Yoga Dharma programs in California, Yoga in Schools training for physical education teachers in Pittsburgh, the Holistic Life Foundation's after-school yoga and mentoring programs for underserved neighborhoods in Baltimore, and Grand Ideas from Within in Alabama, Louisiana and Mississippi school districts affected by Hurricane Katrina.





## CARE for Teachers

One of the programs the symposium featured was CARE for Teachers (Cultivating Awareness and Resilience in Education), ICE's professional development program to help teachers reduce stress, cultivate well-being and support their students socially, emotionally and academically. Previously piloted in several US cities, most recently CARE was studied in a two-year, in-depth pilot across multiple districts in Harrisburg, Pennsylvania, funded by the US Department of Education's Institute of Education Sciences.<sup>1</sup> The study was completed in 2011. Analysis of its first year results in the peer-reviewed *Journal of Classroom Interaction* found CARE a promising intervention for addressing "an important professional development need long ignored by the education research community."

Following the Harrisburg study, a four-year, randomized controlled trial of CARE's impact on teachers and students in New York City schools, getting underway in 2012, has been funded by a new Institute of Education Sciences grant totaling nearly \$3.5 million.<sup>2</sup> Pennsylvania State University and Fordham University will conduct the research in collaboration with ICE.

We're also disseminating CARE through the trainings held at the Institute and around the country. Our fourth annual CARE Summer Retreat for Teachers attracted teachers from across the US, Canada, Australia and Europe.

*For more information on ICE, see [garrisoninstitute.org/education](http://garrisoninstitute.org/education)*

<sup>1</sup> IES grant #R305A090179

<sup>2</sup> IES grant #R305A090180

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At left: CARE Summer Retreat for Teachers small group work, a classroom in the Harrisburg CARE pilot study, walking meditation at CARE Summer Retreat for Teachers. Photos ©Garrison Institute except middle photo ©Lori Gustafson. Above right: Donalda Chumney, photo courtesy of Jonas Bronck Academy.

## MEET A PRACTITIONER



*Donalda Chumney is principal of Jonas Bronck Academy, Middle School 228 in the Bronx. 84% of its students are poor, 30% have special education needs, yet it excels in school environment and student academic progress measures (ranking 13th in New York City in 2009-2010). Chumney attended the 2011 CARE Summer Retreat for Teachers, then implemented CARE practices at school, and brought two-thirds of her teaching staff to attend our 2011 Education Symposium. She's coming back to the 2012 CARE Summer Retreat and urging colleagues to do likewise. She'll also attend our Foundations of Contemplative Practice retreat. She offered these reflections on CARE:*

At Garrison we learned invaluable skills for taking care of ourselves first, so we can attend to the needs of others with awareness and compassion. This year we carried practices learned from CARE forward at our school. For example, we sometimes start classes with five deep breaths, which the kids do respectfully (a big deal for a middle school population). We implemented tai chi for students during gym and for staff during faculty work day. I used to keep the building open until 9 or 10pm to accommodate teachers working late, but since CARE, we're implementing work/life balance measures to make sure we finish by 5:30 or 6pm. I was never aware until CARE that to function well cognitively, people need down time; now I know.

If our only accomplishment is to be healthy adults and be fully present, and give our kids access to aspects of mindfulness, we will have accomplished something worthwhile. But we've had other successful outcomes, including better quality interactions, decreased anxiety and conflict between colleagues and families, and the fact I haven't heard anything about anyone wanting a different job. Teachers are knocking down the door to work here. I am tremendously grateful for CARE, and Garrison's support of those who work in caring professions.

# Climate, Mind and Behavior

is the only sustainability initiative of its kind. An innovative program created by the Garrison Institute, it applies **new insights** from social and behavioral sciences about the drivers of **human and organizational behavior** to **new thinking** about climate and energy choices and solutions. It also serves as the hub of a growing **learning network** connecting science, policy, regulation and implementation to make **people-centered climate and energy solutions** widely available. The program recognizes the importance of engaging people – all people – in pro-climate behavior, and works to answer the practical question of how to make that happen on a large scale.



## A People-Centered Approach

The Climate, Mind and Behavior (CMB) program is the current focus of the Institute's Initiative on Transformational Ecology (ITE). It seeks to understand how individual and organizational behavior, culture, norms and other social conditions impact energy and resource use and affect climate change. CMB applies that understanding to shift our choices and practices into more sustainable patterns, enabling effective, people-centered climate solutions.

## Annual Symposia

In 2011 we held three successful CMB symposia, one for each of the subprojects that comprise the CMB program. They attracted over 300 participants, generated new knowledge, established new collaborations, garnered national media coverage and created new opportunities for change.

We convened our second annual Climate, Mind and Behavior symposium for leaders in climate change, social and behavioral sciences, environmental advocacy, policy, social networking and media. The meeting was facilitated by internationally known environmentalist, entrepreneur and author Paul Hawken, who said that this and other CMB symposia "instigated an extraordinary amount of transformative outcomes, pivotal connections, innovative research and direct action."

We held our first annual Climate, Cities and Behavior (CCB) symposium, facilitated by Uwe Brandes of the Urban Land Institute. It attracted sustainability directors, city planners, transportation directors and other urban leaders from around the US and Canada, many of whom met at CCB for the first time.



And we presented our third annual Climate, Buildings and Behavior (CBB) symposium, gathering for-profit and not-for-profit building owners and managers. Together they explored ways of applying social and behavioral science research to saving energy and reducing the 42% of US greenhouse gas emissions currently generated by the building sector.

## Extending Our Reach

Only in its third year, the CMB program achieved significant traction in 2011. The National Science Foundation funded a CMB-advised joint project of the Woodrow Wilson International Center for Scholars and Columbia University to apply ideas from the social sciences to various climate and energy interventions. The US Department of Energy explored the human dimensions of energy use, which led to a collaboration between CMB, DoE, the US Navy and US Marine Corps to study sustainable energy behaviors and practices on two military bases. Our work with the Urban Sustainability Directors Network evolved into a project to develop a low-cost strategy for cities to encourage climate-friendly behavior.

To help focus the program's work as it grows, the CMB program director organized a strategic planning advisory group, which met for two days in Washington, DC. It framed key program priorities, including mapping new research relevant to climate work, translating and communicating it in useful forms for sustainability practitioners, and developing tools and resources policymakers and program officers can use to design climate and energy interventions. Another CMB priority is developing ongoing networking opportunities beyond the national symposia. CMB established a new regional hub in the Denver/Rocky Mountain region and continued to provide support to existing hubs in New York and the Pacific Northwest. Future hubs are planned for Charlotte, North Carolina and the Midwest.

*For more information on CMB, see [garrisoninstitute.org/cmb](http://garrisoninstitute.org/cmb)*

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At left: Paul Hawken, Billy Parish and Katherine Gajewski at the 2011 CMB symposia, photos ©Garrison Institute. Above right: Linda Mandolini, photo courtesy of Eden Housing.

## MEET A PRACTITIONER



*Linda Mandolini is the executive director of Eden Housing, which builds and maintains high-quality affordable housing for very low, low and moderate-income families, including seniors, people with disabilities and the formerly homeless. She told us how the Climate, Buildings and Behavior symposium inspired her approach to greening Eden's 88 properties throughout California:*

I first came to CBB three years ago. I was skeptical, but my staff wanted me to go. The quality was so high, and the range of thinking from theoretical to practical was so broad, I was amazed by what I heard. A talk by David Gershon, author of *Social Change 2.0*, really changed how I thought about leading our conservation efforts. His approach to seeding neighborhood- and community-based leadership to encourage sustainability changed my whole strategy. At the symposium, I wrote a plan based on it and took it home to implement.

We set a goal of reducing energy and water consumption and trash generation by 10% a year for three years. We assessed all our properties for savings and instituted companywide recycling, retrofitting and conservation initiatives. Today, we've completed energy retrofits on 70 properties including installing solar on 27 buildings. We worked to educate staff and residents about the value of conservation.

So far, it's working. We've dropped one trash pickup a week across the portfolio and our retrofitting efforts cut electricity usage 47%. We recently launched a water effort, and although our tenants don't pay for water, we're finding that education results in voluntary behavior change.

I returned to CBB the following year and will again next year, and bring colleagues. My job is transactional; I don't often get to step outside of my day-to-day work and think about how to lead and motivate change. At Garrison I can think at the 10,000-foot level and translate that into action when I come home. It's a terrific experience.



**Wellness** is a **fundamental social issue**, not only for the large and growing segment of the US and global population who experience trauma, but also for the **caregivers** and **human services providers** who work with them. Their empathetic connection to those they serve increases their own risk for developing secondary or **vicarious trauma** (VT). A growing body of research and clinical work suggests that contemplative methods, such as meditation and yoga, when integrated into state-of-the-art trauma care, can **build resilience**, enhance client outcomes and mitigate vicarious trauma.



### Serving Broader Populations

Our Initiative on Transforming Trauma (ITT) works to advance the field of contemplative-based trauma care. Its chief focus is the Wellness Project, which originally developed and piloted trainings in contemplative-based resiliency skills for domestic violence (DV) shelter workers at risk for vicarious trauma and burnout. Today Wellness' scope has expanded to developing resilience trainings for other professional fields, including for human service providers, volunteer and professional caregivers and humanitarian aid workers.



There is growing evidence of the need to build resiliency in these fields. For example humanitarian aid workers experience high stress and are at risk for PTSD, burnout, depression and anxiety. A five-year longitudinal study on "Mitigating Stress in Humanitarian Aid Workers" was presented at a 2011 conference of the Antares Foundation in Amsterdam, where the Wellness Project was represented. It found that managing staff stress is integral to accomplishing field objectives of humanitarian aid organizations, and to the well-being of humanitarian workers and the communities they serve.



We're excited about the current opportunity to help meet this broader need. In 2011 we held planning sessions with experts from the human rights and humanitarian aid fields, clinical experts in trauma and vicarious trauma, leading meditation teacher Sharon Salzberg and Wellness faculty members. They reviewed the five-year Wellness record in the DV field and started laying groundwork for contemplative-based resiliency training in other fields. We have also refined our curriculum to meet the needs of a broader cross-section of helping professionals.

## People Who Care for People

In 2011 Wellness held a groundbreaking public retreat entitled “People Who Care for People: Tools for Resiliency.” Designed for all segments of the helping and caring professions, it attracted over 100 participants from many fields, ranging from first responders to family caregivers, offering contemplative approaches to help them be more effective and rewarded in their work. The retreat was led by distinguished meditation teachers who also have experience working with people in various trauma-related fields, including Cheri Maples, a former police officer and Assistant Attorney General who has taught meditation to other law enforcement staff; Sharon Salzberg, who has worked with trauma nurses and Gina Sharpe, who has taught meditation at a maximum security prison for women. DaRa Williams also led sections on community building and psycho-social education. Gayla Marie Styles gave classes in body work and restorative yoga.

## Contemplative Care

In 2011 we partnered with the New York Zen Center for Contemplative Care to plan the first-ever Buddhist Contemplative Care Symposium, a major public conference on contemplative care for healthcare professionals and volunteer caregivers. Featuring leading experts in palliative, end-of-life and contemplative care, it will be held at the Institute in 2012.

## Rebirth and Resilience

Wellness also sponsored an observance of the ten-year anniversary of September 11, 2001 with a screening at the Institute of the documentary film “Rebirth,” and a presentation by Dr. Robin Stern, co-author of the companion book *Project Rebirth: Survival and the Strength of the Human Spirit from 9/11 Survivors*. The film and book follow the lives of people coping with 9/11 over the past decade – both a remembrance of lives lost and a tribute to the resilience of lives lived since.

*For more information on ITT and Wellness, see [garrisoninstitute.org/trauma](http://garrisoninstitute.org/trauma)*

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At left: Cheri Maples, Sharon Salzberg and Gina Sharpe, and scenes from the “People Who Care for People” retreat, photos ©Garrison Institute. Above right: Isabel Adon, photo courtesy of *Shambhala Sun*, ©Lysette Horne.

## MEET A PRACTITIONER



*Isabel Adon is a social worker in a children's psychiatric hospital in New York City, who also volunteers in emergency rooms as a rape crisis advocate. These activities involve close contact with clients who have experienced trauma. Adon was introduced to contemplative practice, and later to Wellness training, at the Garrison Institute. Today she attends contemplative retreats regularly, and participates in a meditation group for people of color and an in-depth study group led by senior teachers. Establishing a contemplative practice transformed her relationship to her work. The following is excerpted from a recent profile of Adon in *Shambhala Sun* magazine.*

A decade ago, she was a mental health counselor at a school in Harlem, helping kids who were under severe stress from problems at home and elsewhere. One day her supervisor invited her to a meditation retreat. “I trusted her fully, knew the kind of life she was leading—that was my gateway into my meditation, and I haven’t turned back.”

Her first experience was a four-day silent retreat for people of color at the Garrison Institute, north of New York City. She was apprehensive but once there, Adon says, “It just felt so right, like I always belonged, like there was something I always knew about but didn’t know how to access. We all have buddhanature, we just have to let it unfold.”

Now a social worker in an inpatient children’s psychiatric hospital, Adon never knows when her world will be rocked. The hospital, like most, is understaffed and the workers strive to do the impossible. It’s her daily meditation practice that keeps burnout at bay by helping her stay in the moment. “Meditation practice has been a transformative experience—expanding into my work, my life with my partner, my life in all aspects,” Adon says.



**Retreats at Garrison** teach skills that tap the **power of contemplation** as a **force for social change**, providing resources for personal growth and for deepening engagement with the world. Some retreats focus on contemplative practices such as meditation and reflection, exploring different traditions and contemporary approaches. Others convene professionals in diverse social change fields to focus on **leadership** and **resilience**. We offered 67 **diverse, accessible** retreats in 2011 that attracted 3500 people, reflecting broad-based interest in **applying contemplative skills** to **contemporary life**.





## Making Contemplation Relevant

Our offerings ranged from retreats on the Christian contemplative practice of Centering Prayer (Contemplative Outreach) to Sufi contemplative practice (Threshold Society) to mindfulness meditation connected to Jewish tradition (Institute for Jewish Spirituality).

From ancient traditions to contemporary practices, all our retreats aim to make contemplation accessible and relevant. Among those who returned to teach at the Institute this year were American-born teacher Adyashanti, whose modern approach has been compared to that of early Zen masters, and Tibetan Buddhist masters Gelek Rinpoche and Tsoknyi Rinpoche, known for their accessibility and relevance to Western audiences. Tsoknyi teamed with Sharon Salzberg to lead a retreat on “Celebrating Compassion” for experienced students and first-timers alike. We also hosted Spirit Rock Meditation Center’s Dharma Leaders’ program, training meditation teachers to serve in places that lack established centers, using techniques that are both embedded in ancient lineage and applicable to contemporary life.

230 Buddhist teachers representing different Buddhist traditions from across North America and Europe gathered at the Institute for the historic Buddhist Teachers Council (BTC), part of a centuries-old tradition. Organizers and participants included Norman Fisher, Joseph Goldstein, Jon Kabat-Zinn, Jack Kornfield, Sharon Salzberg, Lama Surya Das and others instrumental in bringing Buddhism to the West, as well as many younger teachers adapting the tradition to 21st century life, like the tattooed Dharma Punx of Oakland, California. “The next generation of teachers is pushing in new directions,”

wrote the Associated Press in its coverage, “shaped by the do-it-yourself ethos of the internet age and a desire to make Buddhism accessible.”

## Building Resilience and Leadership

In 2011 the Institute’s pioneering use of contemplative practices in professional retreats and conferences was featured in *Convene* magazine, which described how it has become a trend in the global meetings industry. We present retreats that build leadership skills and resilience, attracting professionals in diverse fields.

For example “The Circle Way,” a retreat for management staff of the Eileen Fisher Company, explored methods of collaborative leadership. On the policy front, we hosted a Green Summit on Carbon Emissions Pricing sponsored by the Pricing Carbon Campaign. It convened environmental leaders and advocates seeking a way forward on national policies and market mechanisms to lower greenhouse gas emissions.

We presented several retreats for healthcare and human services providers, including an advanced training in Somatic Experiencing®, a body-awareness approach to trauma which has been used to help veterans, rape survivors, Holocaust survivors, auto accident, post-surgical trauma and chronic pain sufferers and even infants after traumatic births. We hosted two retreats of the New York Zen Center for Contemplative Care, which offers contemplative approaches to caring for the critically ill through education, direct service and meditation practice, including direct patient care for healthcare providers.

*For a full calendar of retreats and programs, see [garrisoninstitute.org/calendar](http://garrisoninstitute.org/calendar)*

# Organizational growth

and capacity is strong and ramping up, as we position the Institute to meet the **increased demand** for our program initiatives, symposia and retreats, and to take advantage of **new opportunities**.

**Uptake** and **impact** of our work are surging, due in part to the **depth** and **breadth** of our board, staff and programs and in part to the continued **relevance** of our mission. Across diverse disciplines and content areas, together with our many supporters and collaborators, we're building a **movement for contemplative-based social change** that is truly catching on.



## 2011 Milestones

Here are a few of the Institute's achievements in 2011 that demonstrate the growth of our work:

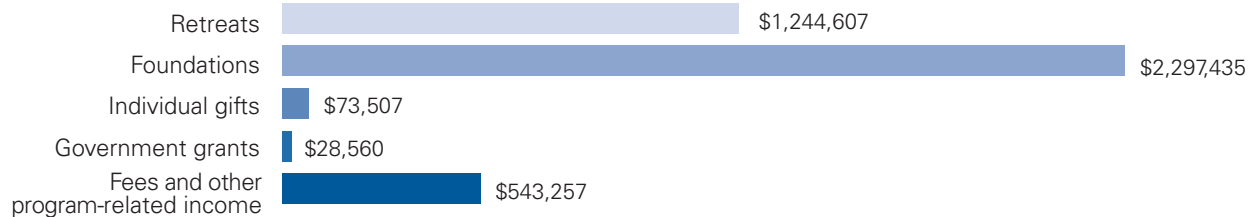
- We welcomed the 35,000th participant in our retreats and programs to come through our doors since they first opened in 2003. About 3500 came this year.
- ICE successfully completed a two-year, federally funded pilot of CARE for Teachers in Pennsylvania schools. That led to a major federal grant for a follow-on, four-year study in New York City schools beginning in 2012. See page 4.
- Sociologist Dr. Karen Ehrhardt-Martinez joined the Institute as CMB program director. CMB's networks and impact grew, and we established significant new collaborations with government, research institutions and NGOs. See page 6.
- Wellness expanded its activities to serve new populations, and embarked on a new collaboration to present a major symposium contemplative care. See page 8.
- We held 67 retreats and events, up from 56 in 2010.
- We expanded our retreats program to reach people from all walks of life, establishing need-based scholarships and planning "gateway" retreats for first-timers and underserved constituencies.
- Our distinguished board of trustees met seven times and undertook the hands-on work of equipping us to respond nimbly to recent growth in demand for our programs.

- We gained more widespread recognition and growing influence as more professionals, researchers, policymakers and thought- and movement-leaders participated in our programs.
- Books documented the trend towards contemplation in America and the Institute's role in it. *Contemplation Nation: How Ancient Practices Are Changing the Way We Live* included a chapter on contemplative education, co-authored by ICE senior director Dr. Patricia (Tish) Jennings. Ohio Congressman Tim Ryan, who attended the 2011 Climate, Cities and Behavior symposium, wrote *A Mindful Nation: How a Simple Practice Can Help Us Reduce Stress, Improve Performance and Recapture the American Spirit*, published in 2012. It describes CARE for Teachers and CMB at length, profiles many of the Institute's leaders and collaborators and advocates a central role for mindfulness in American life.

Congressman Ryan writes:

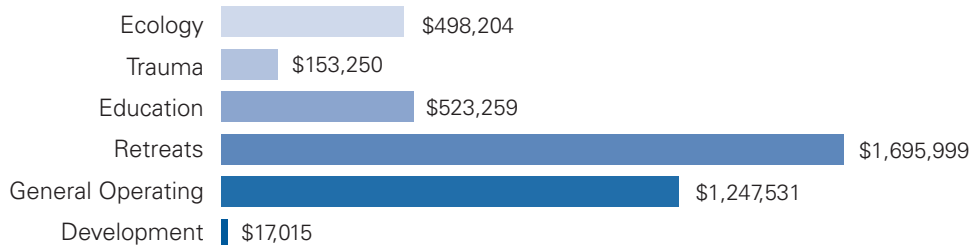
*"The kind of heroes we need [are] doing some of the most advanced research, clinical application, and on-the-ground implementation of mindfulness and related practices in America. They're pioneers who are helping us gain a deeper understanding of what it means to be a human being and what a miraculous reservoir of ability we have to deal with the challenges of being alive in the 21st century....What we are talking about here is a growing personal and communal journey that can help us bring out our country's best....We all have the innate ability to change our minds, whether we are Marines, firefighters, parents, students, environmental advocates, business leaders [or] health-care workers.... A mindful nation is about recognizing that we are all connected: we are in this together."*

## 2011 INCOME



TOTAL INCOME: \$4,187,366

## 2011 EXPENSES



TOTAL EXPENSES: \$4,135,258



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*For bios of board, staff  
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