Strategic Planning at ANDRUS

This strategic plan for ANDRUS continues a robust history of leadership and innovation in services to children and families.

It builds upon the remarkable legacy of John E. Andrus who began an orphanage in 1928 in loving memory of his wife Julia Dyckman.

Thanks to the Andrus family, Surdna Foundation, and many other individuals and organizations, ANDRUS’ mission evolved and expanded to meet the changing needs of children and families in the 21st century.
ANDRUS has nurtured hope in children since 1928

Today ANDRUS serves children from birth throughout childhood and strengthens families.

It offers enriching early childhood and after-school programs, provides community-based mental health services, and offers special education for emotionally fragile children, including children who need residential care.

In addition to our campus-based programs, ANDRUS is in multiple sites around Westchester County and the New York Metropolitan area. Its training and research resources reach human service organizations around the world.
2016-2021 Strategic Plan

In the summer of 2015, ANDRUS embarked on a comprehensive strategic planning process, one that would build upon our strengths, honor our mission, and benefit from the perspectives and experiences of a broad range of ANDRUS’ stakeholders.

Over nine months, more than a hundred individuals participated in the process, including board members, staff, ANDRUS families, its donors, as well as professional colleagues and partners from our local, national, and international communities. These hard-working participants reviewed key trends in family mental health services, considering how they would impact ANDRUS’ challenges and opportunities.

Priorities were identified in six critical areas:

- Campus Activities
- Mental Health and Community Programs
- ANDRUS’ Center for Learning and Innovation/Sanctuary
- Human Resources
- Facilities
- Institutional Advancement

The Board of Directors and Staff worked collaboratively to review and update ANDRUS’ mission, vision, and values, and subsequently reviewed a set of goals, strategies, and action steps. The Board approved the full plan in June of 2016.
Mission, Vision, & Values

Our Mission

ANDRUS nurtures social and emotional well-being in children, families, and communities by delivering a broad range of vital services and by providing research, training, and innovative program models that promote standards of excellence for professional performance in and beyond our service community.

Our Vision

Communities where all children and families can thrive.

Our Core Values

- Compassion, hope, and empathy
- Putting children and families first/assuring their safety
- Successful outcomes/excellence
- Innovation/being in the forefront
- Good stewardship/financial stability
- Diversity/valuing all people

Adopted by the Board of Trustees, June 13, 2016
Whether they suffer from neglect, abuse, poverty, and violence or the challenges of living with mental illness or autism, our students struggle to communicate and process the emotional impacts of their experiences. ANDRUS must respond to a changing world by teaching students the skills they need to thrive and to express and cope with strong emotions. The most important skill we can give them is the ability and independence to handle themselves, along with the flexibility to evolve and grow in a dynamic environment.

**GOAL #1:**

**Build the Highest Quality Programs and Services.**

**ANDRUS will:**
- Enhance and expand high-quality campus programs that deepen our students’ experiences and encourage family engagement.
- Recruit and serve more children and families in our region and beyond.
- Reaffirm our role as a preeminent hub of innovative therapeutic and health and wellness programs.

Today’s children and families inhabit a world in which they increasingly face the impacts of adversity, including severe emotional, behavioral, and mental health issues. Through our innovative programs, highly personalized services, and superior training and research we must continue to excel in providing family support, prevention, intervention, and educational services for families.

**GOAL #2:**

**Embrace the Needs of an Evolving Constituency.**

**ANDRUS will:**
- Enhance and expand mental health and support services for social and emotional enrichment to school children, young adults, and families throughout the region.
- Improve and develop new programs, opportunities, and resources for our homecare and community-based clinics.
- Broaden our level of commitment and service through increased public and private partnerships.
GOAL #3
Lead in Innovative Research, Training, and Program Models.

ANDRUS is committed to facilitating dialogue among professionals in the social and public sectors, including organizational and individual practitioners, funders, policy makers, researchers, and the public on an international basis. Our staff will continually explore and apply new and effective pedagogies to enrich teaching and learning and serve as an inspiration to others on an international basis.

ANDRUS will:
- Enhance and Expand the Andrus Center for Learning and Innovation, Sanctuary training, and professional development curriculums.
- Develop additional public and private collaborations with social and public service organizations internationally.
- Implement strategies that effectively measure and demonstrate impact.

GOAL #4
Support Growth and Excellence in our Educators and Staff.

Maintaining a staff and educators of true distinction requires ANDRUS to offer a highly competitive compensation structure, in which we include salary, professional development, housing, and other benefits.

We reaffirm our commitment to ensuring we are in a strong competitive position vis-à-vis our peers in the area of recruitment and retention.

ANDRUS will:
- Develop competitive compensation to attract, develop, and retain Educators and Staff of true distinction.
- Enhance and expand high-quality management training and career path opportunities for professional development of Andrus staff.
- Invest in state-of-the-art technology to support academics, communication, and operations.
GOAL #5
Develop and Maintain High Quality Facilities and Infrastructure.

ANDRUS needs to address and provide a physical framework to best support our program and personnel.

**ANDRUS will:**
- Affirm and address the importance of facilities, land usage, and management information systems at our campus as well as community spaces.
- Develop a master plan to support the existing physical plant and the need for future facilities.
- Address long-term space requirements as Andrus' services to the region expand through the Community Mental Health Division.

GOAL #6
Sustain Our Financial Future.

ANDRUS is at an exciting juncture in its history, and we are well positioned to sustain our positive momentum. In the near term we will strengthen our brand and diversify revenue sources in order to build long-term institutional strength and security.

**ANDRUS will:**
- Ensure that the current and future financial well-being of the Agency is a priority and that adequate resources are available to invest in students, teachers, staff, programs, campus facilities, and technology.
- Advance the Andrus brand and develop a 21st century capacity to promote the organization's identity and strength.
- Protect and grow the endowment while expanding earned and contributed income.
PLAN LEADERSHIP

ANDRUS Strategic Plan Steering Committee

Susan Guma, Board Member and Committee Co-Chair
Conrad Harris, Board member and Committee Co-Chair
Thomas Condon, Board Member
Steven Friedman, Board Member
John McLaughlin, Board Chair
Hamlin Pakradooni, Board Member
Barbara Smith, Board Member
Christine Novak Micka, Vice President of Institutional Advancement
Christine Monroe, Vice President and Chief Financial Officer
Bryan Murphy, President and Chief Executive Officer
Kerron Norman, Vice President and Chief Program Officer

STRATEGIC PLANNING PARTICIPANTS

Over 100 members of the ANDRUS community — board members, educators, staff, families, donors, and professional colleagues—took part in discussions, served on committees, and contributed to the development of the strategic plan. We thank the people listed below and so many others who generously offered their time and expertise to develop ANDRUS’ Strategic Plan.

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