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THE GARRISON INSTITUTE

GARRISON, NY

Senior Fellow (Aug. 2008 – Oct. 2011)

Managing Director (SVP) of Program Initiatives (Sep. 2004 – Aug. 2008)

The Garrison Institute is a non-profit think-tank and retreat center that researches and develops contemplative approaches to solving complex social and environmental problems.

Program Development

- Led development of three major initiatives applying contemplative methods for social change— Contemplation and Education, Transformational Ecology, and Transforming Trauma.
- Guided development of research projects, expert forums, public symposia, training curricula, communications, and dissemination activities.
- Supervised program directors and worked closely with president, senior advisers and program staff on program mission, strategy, case statements and funding.

Fundraising

- Wrote successful grants including \$100,000 from Kendeda Fund, \$50,000 from Kellogg Foundation, \$40,000 from Nathan Cummings Foundation.
- Personally cultivated institutional funders and major donors.

Strategic Planning

- Led year-long strategic planning process, selected and supervised planning consultant, drafted mission statement and theory of change, developed graphic of organization structure and purpose.
- Led ongoing quarterly strategic plan review and update

Management

- Hired and supervised five-person program staff.
- Recruited, contracted with and supervised consultants and senior fellows.
- Created and managed program budgets totaling \$1.5 million.
- Instituted weekly executive team meeting, monthly reports and other management practices to improve management team coordination and effectiveness.

Writing and Editing

- Wrote, rewrote and edited numerous institutional core documents, articles, reports and proposals.

Training and Facilitating

- Co-coordinated and facilitated historic interdenominational Buddhist Teachers Council, June 2011
- Conducted day-long Deep Listening training for all staff.
- Planned, coordinated and co-presented Presencing training with Otto Scharmer and Arawana Hayashi (January 2006)
- Taught meditation and deep listening for Garrison retreat programs including Naropa University “Authentic Leadership” certificate course, Blue Moon Fund advisory board retreat, NYU Reynolds Fellows retreat and Garrison Institute’s Cultivating Awareness and Resilience in Education (CARE) teacher trainings.

GREYSTON FOUNDATION

YONKERS, NY

Senior VP of Planning (1997 - 2005)

VP of Development and Planning (1994 - 1997)

Director of the Office of the Founder (1993 - 1994)

Planning and fundraising consultant (1992- 1993)

Greyston Foundation is a blend of for-profit and not-for-profit entities providing comprehensive community development services in inner city areas including jobs and housing development, child and after-school programs, family services and health services.

Program Development

- Created the Pathmaker Program, a framework for personal development applicable to staff as well as clients. Adapting Buddhist concepts, the Pathmaker Program is a holistic approach to developing professional and personal capacities including livelihood, emotional intelligence, education and training, self-esteem, and spirituality. Developed written instruments for professional and personal growth planning and for monitoring progress over time.
- Developed and monitored outcomes measures for five education, health, and human services programs.

Strategic and Operational Planning

- Directed strategic planning for pioneering social enterprise group encompassing for-profit and not-for-profit entities; produced two five-year plans with financial projections; recruited, contracted with and supervised external planning consultants; monitored and updated strategic plan; led annual operational planning; engaged in multi-entity annual budget process.
- Wrote numerous internal and external documents on policy, vision, theory of change, etc.

Fundraising

- Wrote numerous successful grant proposals including multi-year grants of \$2.3 million from Atlantic Philanthropies, \$2 million from the Kendeda Fund, \$1 million from Surdna Foundation.
- Wrote original applications and renewals for \$2.5 million multi-year funding from federal department of Housing and Urban Development (HUD).

Management and Organizational Development

- Served as member of executive team attending weekly meetings, did board development and worked closely with founder and three presidents.
- Did organizational development including redesigning organizational structure, analysis of HR needs, recruitment and management of staff and consultants.

Training and Facilitation

- Did teaching, training and mentoring for staff and clients.
- Introduced and facilitated contemplative practices like talking circle and deep listening for staff and clients.

CONSULTANT, 1987 - 1993

HALIFAX, NOVA SCOTIA

- Did political speechwriting for PR firm.
- Taught advanced meditation programs and retreats.
- Facilitated board meetings and did crisis management for Vajradhatu International meditation centers (now called Shambhala International).
- Oversaw management of family restitution claims in former East Germany, 1990 – 2003.
- Consulted to book publisher Random House.

SCHOCKEN BOOKS

NEW YORK, NY

President (1986 – 1987)

Editor and Special Projects (1983 – 1986)

- As President, worked closely with CFO on budgeting and financial management and with editorial, publicity, production, and sales departments; participated in bi-annual sales conferences and annual international book fair in Frankfurt, Germany.
- Negotiated sale of business to Random House, working closely with business broker, lawyer and consultants.
- Acquired and edited books, negotiated contracts with authors and other publishers.
- Carried out special projects including locating new office space; negotiating lease; hiring and supervising architect/project manager for major renovation; overseeing move; and researching and acquiring company's first PC.

TEACHING

“Unbinding the Body, Finding the Felt Sense,” weekend workshop, Dec. 2011, Barnet, VT

“Focusing for Meditators,” online video retreat, Tricycle Magazine, Oct. 2011

“Deep Listening,” five-day workshop, June 2010, Omega Institute, Rhinebeck, NY

“Focusing: A Deep Listening Workshop,” one-day workshop, Apr. 2010, Naropa University, Boulder, CO

Keynote, “Making Wise Decisions: Engaging the Body as a Source of Deeper Insights,” Applied Mindfulness Conference, July 2009, Barnet, VT 2009

“Introduction to Focusing,” class for Summer Principals Academy, May – July 2009, Columbia Teachers College, New York, NY

“The Inner Work of Social Change,” half-day workshop for Goddard College Masters program in Socially Responsible Business and Community, Oct. 2008

“Envisioning the Future of Contemplative Education,” Leadership Forum co-chair, Garrison Institute, October 2008

“Cultivating Awareness and Resilience in Education,” faculty, Garrison Institute teacher training course, 2007 – present

“Navigating the Emotional Landscape of Our Work,” workshop for Year Up conference, Oct. 2007

“Presencing,” co-presenter with Otto Scharmer and Arawana Hayashi, weekend and weeklong seminars (Garrison Institute 2005, Shambhala Institute for Authentic Leadership, 2003 and 2004)

“Authentic Leadership,” faculty, Naropa University certificate program (2006)

Keynote, “Recipe for Success: Integrating Nonprofit and For-Profit Organizations to Uplift a Community,” Pegasus Conference (*Boston, 2004*)

Numerous one-day to ten-day workshops, trainings and public talks on Deep Listening, Focusing, Buddhism, Shambhala Training, etc.

WRITING AND EDITING

“Envisioning the Future of K-12 Contemplative Education,” with Patricia Jennings, in *Contemplation Nation; How Ancient Practices Are Changing the Way We Live*, Fetzer Institute, 2011
“Focusing and Meditating,” Tricycle Magazine, Fall 2011
“Are You Listening?” with Hope Martin, Shambhala Sun, July 2010, reprinted in *The Mindfulness Revolution*, Barry Boyce, ed., Shambhala, 2011
“Deep Listening as Love,” Parabola Magazine, Spring 2010
“The Deeper Dimensions of Transformational Change: A Call to Collective Inquiry and Action” book review, *The Systems Thinker Newsletter*, V15N5, 2005
“Searching for the Truth that Is Far Below the Search,” Shambhala Sun, Sept. 2004
Edited and wrote essays for two poetry collections by Chogyam Trungpa Rinpoche: *Timely Rain* (Shambhala, 1998) and *First Thought Best Thought* (Shambhala, 1983)
Introduction for *The Art of Calligraphy: Joining Heaven and Earth* by Chogyam Trungpa Rinpoche (Shambhala Publications, 1994)
Numerous articles and reports in various newsletters

BOARD SERVICE

The Focusing Institute, *Chair*
Greyston Foundation
Union Square Fund
Greyston Family Inn
Greyston Health Services
Greyston Bakery
Naropa University

Schocken Family Board, *Chair*
Vajradhatu International
Shambhala Publications
Schocken Books Inc.
The Nalanda Foundation
CARE (Cultivating Awareness and Resilience in Education), *Senior Adviser*

EDUCATION AND TRAINING

Harvard University, B.A. (*cum laude*)
Authorized senior teacher and meditation instructor, Shambhala International
Registered Buddhist minister
Certified Focusing Trainer
Other training: Action Inquiry (with Bill Torbert), Foundations of Leadership (with Peter Senge), World Café (with Juanita Brown and David Isaacs), Non-Violent Communication, strategic planning, conflict mediation, facilitation