

C H A U T A U Q U A PILLARS

SPRING 2012

CHAUTAUQUA, NY

How Firm a Foundation:

THE 75TH ANNIVERSARY

This year marks the establishment, 75 years ago, of a separate charitable organization designed to provide perpetual support for Chautauqua Institution. The Chautauqua Foundation is appropriately named: It is literally the base on which the Institution stands. As Institution President Tom Becker puts it: “The Foundation is uniquely positioned to focus on the longer term horizon of Chautauqua Institution’s well being, rather than season-to-season program planning and execution. The mindset of the Chautauqua Foundation is one of permanence and sustainability. From the beginning, the informing question for this entity has been: How do we gather and manage our assets to assure that Chautauqua Institution’s influence and contribution to our country continues long after we are gone?”

The story of the Foundation’s creation is a cautionary tale. It begins in 1933, a year after the country had experienced the highest level of unemployment in United States history at 22%. Nevertheless, construction began in January on the Golden Gate Bridge. At Radio City Music Hall on March 3, the original movie version of “King Kong” was first shown, and the very next day, Franklin Delano Roosevelt was inaugurated to serve his first term as President of the United States. Meanwhile, Adolf Hitler was in his fifth week as chancellor of Germany. In Philadelphia, the first 5,000 copies of the board game Monopoly went on sale. By summer, a long drought combined with blistering winds began stripping away the topsoil in the Great Plains, leading the region toward the perils of the Dust Bowl era.

And in western New York, Chautauqua Institution, nearly sixty years old, was facing the threat of foreclosure. It would be four long years before the Institution emerged from its existential threat and created a financial structure that has served it ever since.



Sam Hazlett

How had it happened? In the 1920s, the historic site of the founding of the Chautauqua Movement had been making capital improvements around the grounds, even as the traveling tent chautauquas it had spawned were diminishing in popularity around the country. The precipitous economic slide that began in 1929 was soon echoed in declining attendance and ticket sales at Chautauqua Institution. By 1933 the debt load was unprecedented.

Longtime Chautauquan Sam Hazlett stepped forward to lead a group of concerned cottage owners in a campaign to avoid foreclosure. According to retired attorney Sam Price, “They created the Chautauqua Reorganization Corporation—an entity separate from the Institution and designed to build up enough cash to pay off the mortgage and other claims.”

Price’s father, Wilson C. Price, was the Jamestown lawyer who had been appointed chief legal counsel to the Institution in 1914. He prepared the legal papers for reorganization. “The new group began ‘selling’ benches in the Amp and trees on the grounds for \$10 each to raise cash,” Price says. Since cottage owners didn’t

actually own the land under their feet, the Institution also offered to buy up their leases and deed the land and title to the occupants—a practice that would continue for 15 years and would have the unintended but happy consequence of ramping up pride in the grounds and building a strong sense of community among real estate owners, who would eventually become the primary constituency of the Foundation.

“It was very much touch and go,” explains Harold Reed, Jr., whose father was also a key player in the effort. “Of course, I wasn’t aware of it as a child. In those Depression days, nobody had much, so who knew we were in trouble?”

“I remember at the end of the summer when President Bestor told everyone that there might not be another season,” says Julie Follansbee, who was 10 when her mother first brought her to Chautauqua.

Of course, such pronouncements did not make raising capital to cover the debt any easier, according to Chautauqua Archivist Jon Schmitz. “The really big risk was in underwriting the program in the years 1934, ’35, and ’36,” Schmitz says. Convincing donors that the leadership could keep the place going in the face of such obligations and slow ticket sales was an enormous challenge.

“The Institution always wanted to keep itself on people’s minds and tongues beyond the season, which led to the production of newsletters and other mailings to promote the upcoming seasons during those difficult years,” Schmitz continued. They promoted the 1936 program as “The Homecoming Season” in an effort to attract regulars who had quit coming to Chautauqua. Among the headliners would be presidential hopefuls Alf Landon and Norman Thomas and the wife of the sitting president, Eleanor Roosevelt.



The Chautauqua Women’s Club took a strong hand in persuading homeowners to sell their leases and contribute to the Reorganization Fund, and Mrs. Percy (Anna) Pennybacker of Austin, Texas, emerged as a singular force in the crisis. Pennybacker served as president of the Chautauqua Women’s Club from 1917 to 1938. The Texas State Historical Association credits Pennybacker on its website with “staving off bankruptcy at Chautauqua in 1935 by persuading John D. Rockefeller, Jr., to match Chautauqua’s fund drive with a \$15,185 contribution. In 1936 she also got President Franklin Delano Roosevelt to speak at the Chautauqua Institute’s [sic] summer camp, thus helping to raise another \$13,000.”

Though Eleanor Roosevelt had been scheduled to speak that year, Mrs. Pennybacker and others somehow managed to convince the president himself to come speak on August 14. He made the visit as an extension of a prearranged trip in the vicinity, and he was pleased to be able to broadcast his remarks on radio from the Amphitheater to an important region of the country.

Harold Reed, Jr., remembers standing on the bridge across the ravine behind the Amphitheater that day: “As the president’s limousine drove up to the Amp, I was overtop his car! The president gave his ‘I Hate War’ speech and people were so proud.”

see COVER STORY Page 2

IN THIS ISSUE:

Chautauquans

The Promise of Chautauqua (Part II)
Page 4

First Generation

Debra Wood and Jeanna French
Page 7

Blueprints

Change is on the Menu
Page 8

Backstage

Good for Authors, Good for Readers
Page 12

“From the beginning, the informing question for the Foundation has been: How do we gather and manage our assets to assure that Chautauqua Institution’s influence and contribution to our country continues long after we are gone?”

—Tom Becker

A New Model of Sustainability

By early 1937, institutional pride and financial pragmatism had triumphed. Chautauqua came out of receivership, and all outstanding debts were paid off. Now Sam Hazelett and his dedicated team wanted to create a permanent entity to hold the long-term assets of the Institution separate and protected against any future situation like the one they’d just been through.

“The charter was drawn up in our law office that August,” Sam Price remembers. The Chautauqua Foundation was thus incorporated as a separate entity charged with building a permanent set of assets to be used to support the work of the Institution. The liquid assets would be invested prudently with an eye toward management of risk and sustainable growth. At the first annual meeting of its membership, Walter Roberts was elected Foundation President, a post he would hold for 20 years. Roberts had already been instrumental in creating a Chautauqua association in Greater New York in 1935 and held a successful gathering of Chautauquans in New York City in the off season—a tradition that the Foundation continues today in many cities around the country.

In 1957 Harold F. Reed succeeded Roberts and served for a decade. In 1958 the Foundation topped the \$1 million mark in endowment resources, and in another 13 years that total was doubled under the leadership of John D. Hamilton, a Jamestown banker who had also been an early supporter of the reorganization effort. Hamilton, like many others on the Foundation board, had also served as a trustee of the Institution, and he was a founder of the Gebbie Foundation, one of the Institution’s largest local supporters. Hamilton also served on the boards of the Carnahan-Jackson Foundation and the Reginald and Elizabeth Lenna Foundation—families whose philanthropy has made a profound impact on Chautauqua.

Says attorney Sam Price: “I remember when we got to the first million in endowment, but it wasn’t really until Dick Miller came on board as Foundation president in the 1970s that philanthropy blossomed. People began to have confidence in the Institution again. Home owners started fixing up their properties and everything began to look better.”

“Having the Foundation and the Institution separate is a relatively



Percy (Anna) Pennybacker and Arthur Bestor

unusual set-up,” says Dick Miller, “because general accounting procedures normally call for all assets of an organization to be combined and reported in the same annual audit.” Miller, great-grandson of Chautauqua’s co-founder Lewis Miller, was the fourth and longest-serving president of the Foundation, from 1971 to 1996. “But the Institution’s leaders felt strongly that it made sense, given what they’d been through, to have the Foundation board’s sole focus be the guardianship of our permanent assets, while allowing the Institution trustees to concentrate on how to deliver the Chautauqua experience year after year.”

“When I first became president of the Foundation,” Miller continues, “I noticed we weren’t getting any endowment funds except over the transom, and the Annual Fund was run by a retired minister who walked around the grounds with a stack of three by five cards on which he’d recorded individual pledges over the years.” He would approach an individual, find his card with his pledge record and ask for a bit more. “We were raising less than \$100,000 per year for the Chautauqua Fund.” Miller smiles.

Earlier, in the mid 1960s, Chautauqua had briefly benefitted from the development skills of longtime Chautauquan George “Shorty” Follansbee, who led the first dedicated fundraising program at Chautauqua since the 1930s. By the 1970s Dick Miller determined that the next step would be to create a permanent staff position and hire a development professional who could significantly expand the effort by creating a program of deferred giving and a more sophisticated

means to match donor interests with giving opportunities.

Three successive development professionals helped lay the groundwork for increasing philanthropy at Chautauqua. Then, in 1985 Chautauqua President Dan Bratton hired Tom Becker to serve as Vice President of Development. The Institution began a regular program of giving through bequests and charitable life income trusts. In addition, periodic strategic planning by the Institution trustees led to a series of comprehensive capital campaigns focusing on facilities, program endowment, and deferred maintenance needs. Assets began to grow more rapidly.

By 1991 the Foundation took over full responsibility for all development operations and staff were transferred to the Foundation. Then in 2001, Tom Becker became the first full-time CEO of the Foundation, a position that had previously been a volunteer job held by the chair of the Foundation board.

Geof Follansbee, the son of Julie and Shorty Follansbee, assumed the position of Foundation CEO in 2004 following Tom Becker’s appointment as president of Chautauqua Institution in November 2003. Follansbee had formerly served as Assistant Dean for Development at the University of Michigan Law School.

“We’ve come a long way,” says attorney Sam Price. “At the start of the Foundation, the only investment adviser we had was a trust officer at the bank in Jamestown.” Today Hirtle, Callaghan and Company—a Philadelphia-based firm that serves as an outsourced chief investment



Taking the Long View

With the advantage of hindsight, it is easy to appreciate the wisdom of those who established the Chautauqua Foundation 75 years ago. Having a group in addition to the Institution's Trustees, a core of dedicated volunteers whose sole focus has been the creation and stewardship of permanent assets to support the work of Chautauqua Institution, has provided enormous benefits. Most notable among them, perhaps, as described in the cover story of this issue of *Pillars*, has been serving as a financial bulwark in times of economic challenge.

There is also a sensible division of labor at work in this bifurcated structure. The Institution's Trustees must set a strategic agenda for this complex organization, always with an ear to the community's concerns and with an awareness of the issues of our times that Chautauqua is positioned to address in our programming across all four pillars.

Board members of the Foundation, on the other hand, often come with a different skill set that is much more focused on philanthropic resource development, finance and

the world of investments. They are no less enthusiastic advocates of the mission of Chautauqua, but their view is not on the next few seasons upcoming, but always on a longer-term horizon with an emphasis on permanence. For us at the Foundation, permanence is best reflected in our quest for endowment to underwrite in perpetuity the program, property, and people who are the Institution.

These two organizations intersect in many ways. The Chair of each Board attends the meetings of the other. The President of the Institution is an ex-officio member of the Foundation Board with full voting rights. The Chair of the Foundation Board serves as a member of the Institution Board's Executive Committee and Asset Policy Committee while the Chair of the Board of Trustees or his designee sits on the Finance and Investment Committee of the Foundation. Primarily, however, the issues of planning and sustainability intersect through the Development Council, a group established in the early 1990s when the Institution transferred

to the Foundation responsibility for all fundraising. The committee, consisting of five Institution Trustees and five Foundation Directors, meets three times a year to survey the philanthropic landscape, to assess our capabilities to secure resources for desired projects and initiatives, and to reflect on the issues that affect Chautauqua's sustainability.

Our broad view to the future is highlighted in this issue of *Pillars* through several stories about Chautauquans who have worked with the Foundation to structure gifts through bequests or gifts that provide the donors income for life. Whether these gifts help grow the Institution's capacity in specific program areas or more generally through unspecified endowment, each contributes to our sustainability as a historic landmark and vital lifelong learning community.

The range of impacts made through gifts to the Foundation is extraordinary. For Jack and Yvonne McCredie, for example, leaving a portion of Jack's IRA to Chautauqua means that the equivalent of their annual Chautauqua Fund

contribution will be made every year, long after they are gone. The McCredies want to ensure that the experience they have enjoyed here for more than four decades will always be available to their children, grandchildren, and great-grandchildren.

The Institution's brand new Literary Prize, made possible by an anonymous foundation, delivers a triple benefit: first by honoring an outstanding author each year, second by recognizing the author's publisher for the book they chose to bring into the world, and third by raising the profile of Chautauqua's literary program and all the avid readers who support it.

The 75-year history of the Chautauqua Foundation echoes with these and many other philanthropic and visionary gifts from individuals who understood and understand the opportunities of permanence, sustainability and relevance. If you are curious about how you might partner with us to address these opportunities, please be in contact with me or one of my colleagues. ■

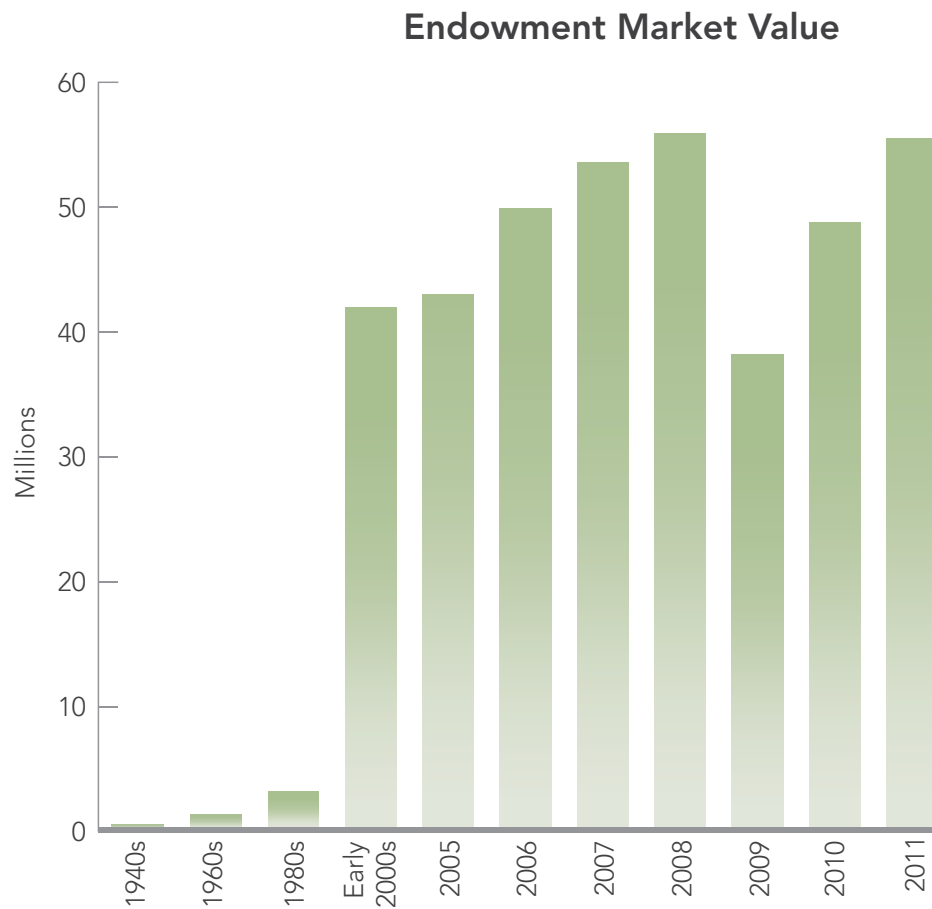
COVER STORY continued

officer—primarily oversees the Foundation's portfolio.

"Hirtle Callaghan determines who will manage the Foundation's investments after working with the Board of Directors to identify which asset classes best suit the Foundation's investment goals," says Geof Follansbee. "The firm brings a disciplined approach based on the importance of building a diversified portfolio. Different asset classes perform differently during any given period."

In addition to the expertise of the investment firm, the collaboration between the Foundation Board and the Institution Trustees is critical to the overall success of development efforts and asset management. "With Ron Kilpatrick on the Institution board today, we have a more sophisticated approach to long range financial planning than I've ever seen," says Dick Miller. "The Trustees have been aggressively addressing sustainability and trying to project forward what revenue and expense controls are necessary. Philanthropy is supporting 17 to 18 percent of the Institution's operations, and that is very positive."

Combining all the endowment funds created to date, the Chautauqua



Foundation now manages nearly \$55 million in investments to serve the Institution.

William Hill, a former president of Alcoa, served as Foundation chair from 1996 to 2002 and was succeeded by Lowell Strohl,

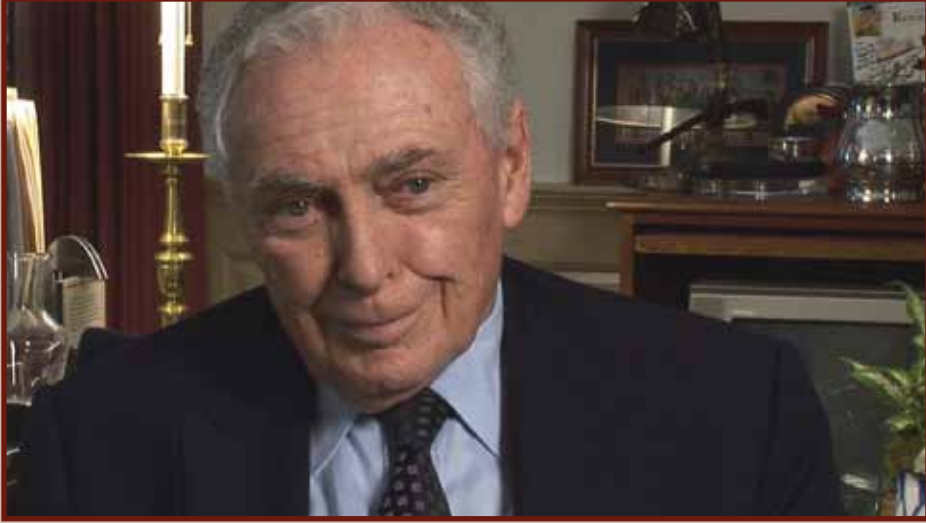
a former executive with Exxon International from 2002 to 2008. Current chairman Steve Percy is the former chairman and CEO of BP America, Inc.

"You know the whole economic picture is very different now," says

Harold Reed, Jr. "People used to come for the whole season, and now it's one to two weeks at most. There's constant turnover. Living at the Institution has become more expensive. When I looked at the list of donors this past year I was very interested to find two of my children on the list. I don't ever recall my father asking me to donate, and I didn't ask my kids. It pleases me that they have the same love in their hearts that I have for Chautauqua. Philanthropy will always be essential to this place."

Foundation Chairman Steve Percy agrees. He is keen to make sure Chautauquans are ready to invest in the Board of Trustees' recent strategic plan going forward. "The plan covers a lot of ground," Percy says, "and my hope would be that in the eight years we've got, we will get the job done. From my standpoint, the biggest piece is sustainability. Putting in place the resources we're going to need to sustain this great place into the future—that's the priority." ■

The Promise of Chautauqua: A VIDEO (Part II)

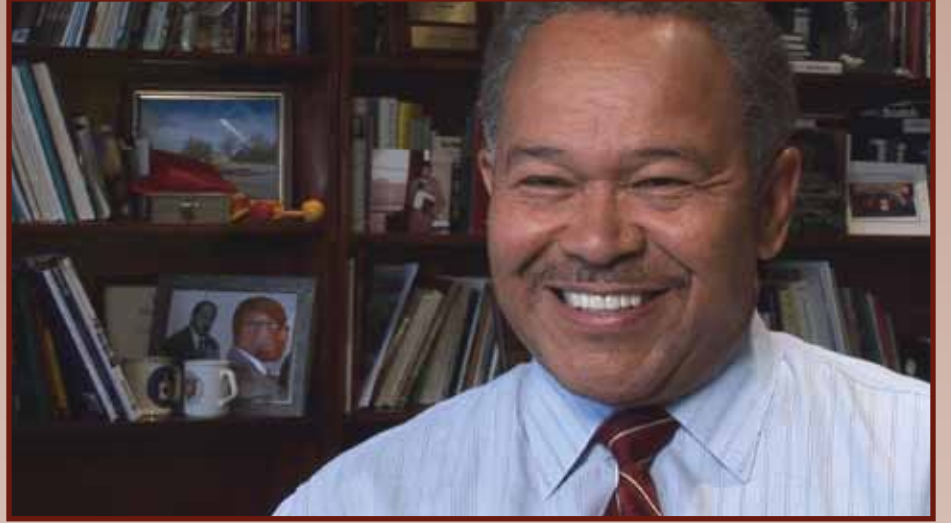


Colin Campbell

As we reported in the last edition of *Pillars*, a video crew made its way around the country last year to visit seven notable Chautauquans on behalf of the Foundation. The goal was to record their perspectives on the impact of Chautauqua today and its promise for the future.

Following interviews with Roger Goodell at NFL headquarters, Nancy Gibbs at *Time* magazine, Jessica Klein in between opera projects in Manhattan, and Jim Lehrer the day before his retirement from “The NewsHour” on PBS in Washington, the journey continued with visits to two key program partners—Colonial Williamsburg and Morehouse College and their extraordinary leaders. The last stop on the video tour was a visit with the ever-witty and insightful poet Billy Collins in his office on the campus of Rollins College in Winter Park, Florida. Parts of all seven interviews have become the basis of a short video that Foundation staff members have been sharing around the country as they visit Chautauquans in the off season.

Perhaps as much as any of Chautauqua’s program partners, Colonial Williamsburg shares the challenge of preserving a historical site while also creating sophisticated programming that advances visitors’ understanding of the current expressions of democracy. As Colin Campbell, president of the Colonial Williamsburg Foundation, explained: “At the beginning of this decade we began to see how important it was to us to be more inviting, to be more engaging, to get more participation. I am fond of saying—because I am fond of Chautauqua and Tom Becker and Joan Brown Campbell—that we travel in the same intellectual waters. We share the same values. Inclusiveness. Engagement. Sustainability. The kinds of things that we really care about



Robert Franklin



Billy Collins

here, they care about there. And contemporary relevance, in some ways, may be at the top of the list. Today in a historic site or in a place like Chautauqua we need to attract multi-generational audiences—and a broad base of audiences from all segments of society.”

Campbell has enjoyed his collaboration with Chautauqua. “Over the long term, attracting audiences is critical for our survival and it’s critical for the richness of what people seek to do at Chautauqua. And that’s what has brought us together. The first time I was on the grounds, I talked about citizenship. The second time I came with a group from Colonial Williamsburg to talk about liberty and the history of liberty. Then we were involved in the week on pathways to the Civil War. But in each case we were talking about highly contemporary issues—sometimes in historical context, sometimes not.”

From Williamsburg, the crew headed south to Atlanta. There, the Reverend Dr. Robert M. Franklin, the tenth president of Morehouse College, took time out for an interview in his office, jammed with books, photos, and mementos, including his own first letter to the Morehouse

administration written when he was an undergraduate activist.

Franklin’s enthusiasm for Chautauqua immediately spills out in a rush of words. “It’s significant to me that Chautauqua, while it is widely known as an institution that develops programs, is also a community,” Franklin says. “And it is very important to have places where we generate the special sense of care that people have for each other, watching generations grow there and develop over time. The attachment that many of us share to the Chautauqua community is really quite special. The notion of community, of course, is at the heart of the faith traditions of the world. We begin our encounter with the Holy through experiencing community with others—where we experience the sacred music, and liturgy and proclamation and then discussion.”

Franklin has been intensely engaged with the New Clergy Program through the Department of Religion at Chautauqua. “Inclusiveness,” he continues, “is an exciting value. Tom Becker and the Board and staff have been courageous and very thoughtful about encouraging inclusivity. Even the relationship that Chautauqua now has with Morehouse College—we are now

CHAUTAUQUANS

involved, committed. My faculty and students have attended. And I continue to be a loyal Chautauquan. I'm excited for what that represents for America, for helping to puzzle out how we get inclusivity right going forward in the 21st century. I think, in many ways, as Chautauqua goes, so goes the nation." Looking around the room with its many photos of civil rights giants, Franklin turns back to his own position at the college: "This is the college that nurtured Dr. Martin Luther King, who once said that this hour in history needs a dedicated circle of transformed nonconformists. He goes on to say that saving our world from pending doom will come not from the action of a conforming majority but from the creative maladjustment of a transformed minority. And so I like to believe that Chautauqua is a place that offers safe harbor and refuge to transformed nonconformists." His face lights up. "People who can think and dream outside the box, who can care and help nurture a better world, a more sustainable world. I think Chautauqua receives Dr. King's blessing as well."

In Florida, the air is warm and the campus of Rollins College is riotously abloom. Here, the unassuming Billy Collins comes out of his office to help the camera crew unload its gear and to supervise parking. A former U.S. Poet Laureate, Collins is now senior distinguished fellow in residence at the Winter Park Institute, a campus center for intellectual engagement. Through public lectures and readings, symposiums, seminars, master classes, and special-interest sessions, the Institute brings together thought leaders from a broad spectrum of disciplines and expertise. The idea is to foster an on-going conversation to enhance the Rollins College mission of developing a liberally educated citizenry.

The camera rolls. Collins is asked to characterize Chautauqua from his vantage point. He smiles broadly. "I've only been to Chautauqua twice. The first time was 2007 or 2008. I went as a friend of Roger Rosenblatt—who would think that he had so many friends?" he jokes, "but apparently he does, or at least they pretend to be for a short time in the summer—and I was impressed with Chautauqua."

He laughs and then gets serious, tapping a pencil on his leg. "You could say Chautauqua is a gated community. But it has the exact opposite feel of a gated community. It is enclosed, but it not based on exclusivity. Maybe the mission of Chautauqua is not to pull these fences around ourselves and enjoy this idyllic, utopian summer colony, but it is to take away something from Chautauqua and bring that

back into our daily lives. I have never heard it so emphasized that the idea is not just inner development or even mind expansion. The idea is to learn something and take it out into the world. So in a loose way Chautauquans are really like missionary figures."

For more information on the Promise of Chautauqua video, please contact Linda Steckley in the Foundation office, lsteckley@ciweb.org.



Photo: Caitlin Prarat



Photo: Katie Rupe

Top right:
Billy Collins
 reading during
 the "Roger
 Rosenblatt and
 Friends" week
 in 2008.

**Right: Robert
 Franklin**
 lecturing
 during Week
 Five in 2009.

The Red Letter Prophet:

TONY CAMPOLO



Photo: Erik Haugsby



Photo: Erik Haugsby

“Chautauqua is always changing me in all kinds of important ways. It is one of the few places I can carry on an interfaith dialogue in which I really learn about other religions in ways I never did in graduate school.”

—Dr. Anthony Campolo

He’s been chaplain of the week at Chautauqua three times and has spoken on the grounds about the sociology of the family several times, but for Tony Campolo, Chautauqua is much more than another speaking gig, of which his calendar is full—some 350 engagements a year. “Chautauqua is always changing me in all kinds of important ways,” Campolo says. “It is one of the few places I can carry on an interfaith dialogue in which I really learn about other religions in ways I never did in graduate school.”

Campolo—an ordained Baptist minister, professor emeritus of sociology at Eastern University, and the author of 38 books—is sitting at the dining table in the Hall of Missions as the morning sun pours in and warms the room. Campolo is perhaps best known as “the prophet of the Red Letter Christians,” meaning that his perspective and his work are completely Jesus centered. As founder and president of the Evangelical Association for the Promotion of Education, Campolo, along with his son Bart, have dedicated considerable energy helping “at risk” children in North American cities and in helping to establish schools and universities in developing countries. Given his immersion in spiritual matters, the next words out of his Campolo’s mouth might be surprising:

“The most interesting people I meet here at Chautauqua are secular humanists. They shatter the stereotype some have of humanists as people without values. In fact,”—Campolo raises his eyebrows—“they may be the most moral people on the grounds. They ask the hard questions about things like racism, homophobia, war, and our affluence

in this country. In my experience, the church often tries to evade these hot button topics.”

The latter issue—that of American affluence—is at the heart of Campolo’s “Red Letter” theology, a name which refers to editions of the Bible that have the words of Jesus printed in red. “If you study the Bible and look at the words of Jesus,” says Campolo, “there’s a big contrast between the red and the black passages. Jesus said for us to take our wealth and give it to the poor. To overcome evil with good. To have mercy, not capital punishment.” Campolo warms to his subject and swings sideways in his chair to lean forward. “Jesus calls us to live by faith, not personal wealth. He calls us away from the consumerist lifestyle. A whole host of environmental issues also arise because Jesus tells us in the fourth chapter of Luke to save the earth.”

These are the key messages of the young people who comprise the Red Letter movement, and Campolo says he is trying to serve as a bridge between the convictions of these young people and Chautauquans who have been curious to hear about their activities. “It’s a new twist for some Chautauquans,” he says, “to go beyond the notion that the Bible is best understood when considered in light of the times in which it was written. What if Jesus really says what he means? It makes for a radical lifestyle!” Campolo smiles broadly and his eyes almost disappear. “We are as conservative as the law of God and as liberal as the love of God,” he concludes.

Sermons aside, Campolo is constantly challenged by his ongoing work with the Red Letter movement. He is inspired by these young

people who are striving to live by Jesus’s words. He tells the story of how, in Philadelphia, the Catholic diocese was going to evict a group of homeless people who had broken into an abandoned church for shelter. A group of Eastern University students instead moved into the space and set about bringing the building back up to fire code. The students continued living there with their homeless peers for the rest of the school year.

Another group of students, Campolo explains, rented vans in Baghdad to help transport the wounded to hospitals. “It’s one thing to oppose war and another to go where the bombs are falling to give help,” says Campolo.

Such faith in action inspires him. “Still other Red Letter students went to the border with Mexico and had communion across the wall that has been erected to prevent immigration. The students threw loaves of bread and bottles of wine over the wall to their counterparts on the other side,” Campolo says. “These are the kinds of stories I’ve been sharing with Chautauquans this week.”

Campolo confesses his own shortcomings in this work. “‘You say you are Christian,’ these kids tell me, ‘and Jesus says lay not treasures up for yourself on earth.’ That’s me of course. I’ve worked half my life laying up treasures for my retirement—IRAs, insurance policies. I’m taking Jesus too lightly,” he suggests.

Campolo carries the Chautauqua experience with him when he leaves the grounds—the conversations, the challenges, the spirit of open discourse. And yet, every time he returns to the grounds, his feelings

From Ideas to Action: DEBRA WOOD AND JEANNA FRENCH



are mixed. “Coming here is one of the hardest things I do,” he says. “I am always inspired by the afternoon sessions in the Hall of Philosophy, but putting together a sermon for the morning services is a hard thing for me.” He always wants to give his very best in the Amphitheater. “The problem with coming to Chautauqua,” he says, “is that the bar is set so high. I enter full of fear and trembling, as Kierkegaard would say.”

Campolo’s wife recently suggested that they simply return in the coming year without any obligations—to experience Chautauqua as audience members. “We probably should,” Campolo admits. “I know for her, watching me prepare for this is something like watching your noisy neighbor drive off a cliff in a Cadillac.” He laughs and our time is up. Tony Campolo will speak three times on this day and will inevitably stop and visit with dozens of Chautauquans who want to engage him, challenge him, and question his provocative pronouncements. “I’ll be back,” he says, “one way or another.”

This summer, under Week Three’s “Inspire. Commit. Act.” theme, Chautauqua asks the question: What stimulates people, and moves them from ideas to action? Chautauquans Debra Wood and Jeanna French answered that question a year ago by taking inspiration and making a commitment based on what they learned in the first week of the 2011 Season.

“It seemed like the situation in Haiti kept coming up from a variety of speakers early last year,” says Wood. “At the same time, an e-mail came in to us from Habitat for Humanity about a project in Haiti.” Wood and French signed up on the spot. They each raised \$5,000 to contribute to Habitat. Then they traveled to Haiti and worked on two of a total of 150 new homes that their project team completed for Haitians while they were in country.

“That’s what Chautauqua does,” says Wood. “You hear about things here, you take ideas home, you talk to others, and sometimes an issue moves from the back to the front burner. You decide to go make a difference somewhere.”

After the 2009 week called “Explore Our World with National Geographic,” Wood and French signed up for Geographic’s “Experiences of a Lifetime Tour”—a nine-country, 21-day trip that circled the world and included visits to Turkey, Rwanda, South Africa, the Maldives, Thailand, Bhutan, India and Jordan. A highlight was hiking two and a half hours to observe gorillas up close in their native habitat.

Both women are avid environmentalists and enjoy hiking and outdoor activities, though they generally have different patterns in their days at Chautauqua. Debra golfs and Jeanna rides her bike on the backroads around the Institution. They both enjoy tooling around the lake in their motor boat.



Debra Wood and Jeanna French

Wood is a fifth generation Chautauquan. Her great-grandmother used to stay at the Athenaeum every year. Her grandparents on both sides—Betty and Jim Wood and Frank and Dorothy DeVilling—established homes here, and her parents first met on the grounds. Her aunts and uncles on both sides of the family are great Chautauqua friends.

For French, Chautauqua is a relatively new experience. She grew up in Sheboygan, Wisconsin. “I had to be dragged here,” she admits, “but now I do love it.”

During the winters, the couple, both retired, live in Paradise Valley, Arizona, in a neighborhood where the houses are set far apart. “Here at Chautauqua,” says Wood, laughing, “you say ‘pass the salt’ and it comes from three different directions. We love our neighbors.”

French, who has a graduate degree in marketing, says she’s been struck by the way Chautauquans tackle hot button issues and manage to talk about them without fear or disrespect. “In a bigger city you don’t have to see your neighbors, but here civility really needs to be preserved. We are such a close community.”

Wood and French restored what had originally been a rooming house for the old North Shore Hotel, then five apartments. The home is snuggled between two other large homes, shaded by massive trees. It faces the lake and overlooks North Lake Drive.

After living in Minneapolis for a number of years, they were pleased at first to share their spacious Chautauqua renovation with friends, “until it turned into nine weeks solid of guests,” says Wood. Now they limit their house guests to every other week during the season and encourage guests to come for a whole week to have the full Chautauqua experience.

Wood says she is particularly excited by the upcoming season—every single theme speaks to her. Though French will miss a week to travel to Washington and climb Mt. Ranier, they are both especially interested in the National Geographic week called “Water Matters.” Wood taught biology and chemistry and coached lacrosse at the Blake School in Minneapolis and is a certified Gestalt therapist. With her science background she has a passion for the current efforts to improve the water quality in Chautauqua Lake and is hoping to volunteer to help with new plantings along the shoreline this summer.

“We flew out of Jamestown after a big rain not so long ago,” says Wood, “and as we were over Ashville Bay you could see the big brown ring in the water. The silt and run-off is real. I am proud that Chautauqua has become a leader in showing what can be done, much of which is so simple—letting the plants grow along the shoreline.”

Change is on the Menu:

DINING AT CHAUTAUQUA

“People have a lot to do on the grounds from the time they get up until the day’s end. So we are doing everything we can to make the food service aspect of their days go smoothly.”

—Bruce Stanton,
Athenaeum General Manager

New outside seating capacity, light and hot breakfast items, sandwich wraps, and lots of healthy fare—including local organic products—are part of the second phase of renovations to Chautauqua’s Refectory on Bestor Plaza. Working closely with John Shedd, who manages capital projects, Athenaeum general manager Bruce Stanton has been particularly focused on improving the speed and variety of food service options available at the mid-day rush from the Amp.

A new “grab and go” line will make it easier for Chautauquans to dash into the cafe between program sessions and arrive at their next event with a sandwich, wrap, salad, or snack in tow. There will be pizza by the slice and a Panini display case “with the feel of an Italian deli,” John Shedd says.

“Some new types of equipment we’re installing will give us an advantage with faster service,” says Stanton, who is also hiring a Food and Beverage Manager for the very first time—someone to oversee all the food operations that the Institution manages. In the off-season, Stanton traveled far and wide, studying many successful models and sampling dishes from popular health-conscious chains such as Panera Bread, Pinkberry and Montana Bread Company. In the long run, he’d like to see Chautauqua’s food venues add some ethnic items, perhaps international street foods, or frozen yogurt, and an array of trendy salads—all with an emphasis on nutritional value and increasing the number of healthy choices available.

The Total Makeover

Last season the Refectory’s interior got a partial makeover, and some new items were added to the menu. This season, Chautauquans will see an entirely new floor plan largely based on a customer survey that the marketing office conducted last summer. New wood paneling for the counters, granite countertops, and a softer, acoustically absorbent and resilient floor will warm up the interior.

Outside, diners will find shelter under new awnings all the way around the building. New decking and a wooden pergola will extend the outdoor seating on Roberts



Current progress on spring construction of the deck between the Refectory and the Post Office building.

Avenue. “A patio with pavers and a different landscaping treatment on the front and side of the building will make the whole place feel bigger, even though the footprint hasn’t changed,” says John Shedd, who had a major hand in the design.

A new ceiling and electrical service for the kitchen are also part of the renovation. The kitchen in the Refectory building is the hub and prep site for the Afterwords Café above the Chautauqua Bookstore and the Gallery Café at Fowler-Kellogg, so the renovations will positively impact those sites as well.

A new name for the Refectory may also be in the works. “We have six or eight possibilities for new names, and we’re sending out an e-blast to 30,000 Chautauquans to have them vote on their favorite,” says Chautauqua’s Vice President of Marketing George Murphy, who plans to announce the results in April.

Choreographing Customer Service

The summer staff to be hired this season will be trained on computers that allow them to see themselves as avatars on screen in a three-dimensional representation of the new Refectory. In this virtual environment they will practice serving customers and preparing food items efficiently—a whole new form of choreography for Chautauqua.

“People have a lot to do on the grounds from the time they get up until the day’s end,” says Stanton. “So we are doing everything we can to make the food service aspect of their days go smoothly. We learned from the surveys just how important this part of the Chautauqua experience is to longtime Chautauquans and to first-time guests at the Institution.”

While the Refectory has been the initial focus, Stanton says it is just the beginning. In May he expects to present the Board of Trustees with a new, comprehensive strategy for food service at Chautauqua. Printed and digital dining guides that incorporate all food options—both on and off the grounds—are also in the works. The introduction of small, specialty food carts in several locations around the grounds is also under consideration. “We’d like to try new dishes, offer free samples, have more fun with our offerings,” says Stanton. Even making it better known that there is a daily shuttle that runs into Mayville every half hour from the Main Gate is another way Stanton wants to help Chautauquans avoid the challenge of getting to their cars in the parking lot when they need groceries or want to eat out.

With the economic limitations of running a cafe for only nine weeks and the seasonal nature of staffing, food service at Chautauqua has its particular challenges, but Stanton is excited about the new menu items that his Culinary Institute of America-trained executive chef, Ross Warhol, has been testing for the Athenaeum and the smaller venues. “I know that by the end of this season we can parlay positive reviews into continuous innovation across the grounds,” he says. 🍴

Amphitheater Study Group Update

The work of the Amphitheater Study Group has been completed. Their report has been presented to the Institution's Board of Trustees and now, in partnership with Serena Sturm Architects of Chicago, Chautauqua is putting together the team that will launch the design process. Marty Serena chaired the Study Group and will serve as the lead architect for the design phase. He says the process ahead—of examining the challenges and critical issues involved in rehabilitating Chautauqua's Amphitheater for the 21st century—has much in common with the way Chautauqua undertakes the weekly exploration of a meaty theme through a diverse array of experts, divergent viewpoints, readings, conversations, Q&A, and artistic expressions.

"Between now and late spring," Serena says, "we are working through a very careful process to see if we have a complete list of all the possibilities and all the issues involved in this project." There are many questions to be considered and givens to be respected. For example:

- The Amp must endure as the heart of the Chautauqua Community.
- How do we embrace the technology of today while creating a platform for tomorrow?
- We must design for welcoming, accessibility and comfort of patrons, as well as the lecturers, preachers, and artists who present there.
- How can back-of-house operations be managed efficiently?
- How can site lines to the stage be improved?

- What are the opportunities for renewable energy—solar and wind—and the potential to reduce Chautauqua's reliance on fossil fuels and reduce its carbon footprint with the Amp project?
- How can the building better accommodate rain and snowfall on the roof?
- How can the structure make best use of sunlight and natural breezes off the lake?
- How can the Institution maintain the emotional and aesthetic impact of passing through the natural environment into this communal space and then on toward the highly social space of Bestor Plaza?
- How can the environment for the Amp's neighbors and the adjacent natural spaces be improved in this process, including the gardens that surround the building?
- What can be done to enhance or complement the efforts already underway in improving storm water management and water quality in Chautauqua Lake?

These are just a few of the considerations involved in what Serena calls "a holistic, integrated approach" that is reflective of his strong belief in the theory of sustainability and his firm's commitment to designing and building structures that work in harmony with their surrounding environment.

With a project like the Amphitheater rehabilitation, Serena knows he is dealing with sacred space, "the place where the communal experience that is Chautauqua is most vividly experienced," as he put it.

"There are tangible and intangible things involved in the coming to and from the Amp," Serena adds, "and this project is very much about how the natural environment and the built environment can be seamlessly engaged and even improved. Construction projects like this one create an opportunity to do the right thing even better than it was done before."

Already this winter a chiroptologist, or bat expert, from Cornell University visited the grounds to offer advice on how best to protect the bat population and provide appropriate habitat during the rehabilitation.

Serena has met with staff and leadership at the Amp, the folks who operate the facility day in and day out. "We've also spent a lot of time understanding the history of the building's many incarnations in the past, even as we consider next steps," he says. "Getting the Amp ready for its job as a multi-dimensional venue and holding its place in the social fabric of Chautauqua is primary. As the designers, we see ourselves as the stewards of the community and the Institution in this process."

Funds to produce schematic drawings and some modeling of a design have already been raised, and the design team will prepare displays and presentations for Chautauquans to examine and discuss during the 2012 Season. "The sessions last summer were very positive and helpful, and we want to continue that process. Solid steps are more important than big steps," Serena says.

A budget of \$20 million was established for the Amphitheater Rehabilitation project. This project will not proceed until all funds have been raised. ■

The Institution will rely on two groups going forward in the Amphitheater Rehabilitation—the Design Team, which includes four architectural professionals, and an Amp Advisory Group, which includes some members of the original study group and some new appointees who will meet with the architects in April and May to give feedback on the design schematics.

THE AMP ADVISORY GROUP

Karen Arrison
Bill Clinger
Laura Currie
Chuck Fowler
Bob Metzgar
John Milos
Justin Stewart
Lowell Strohl
Tania Werbizky

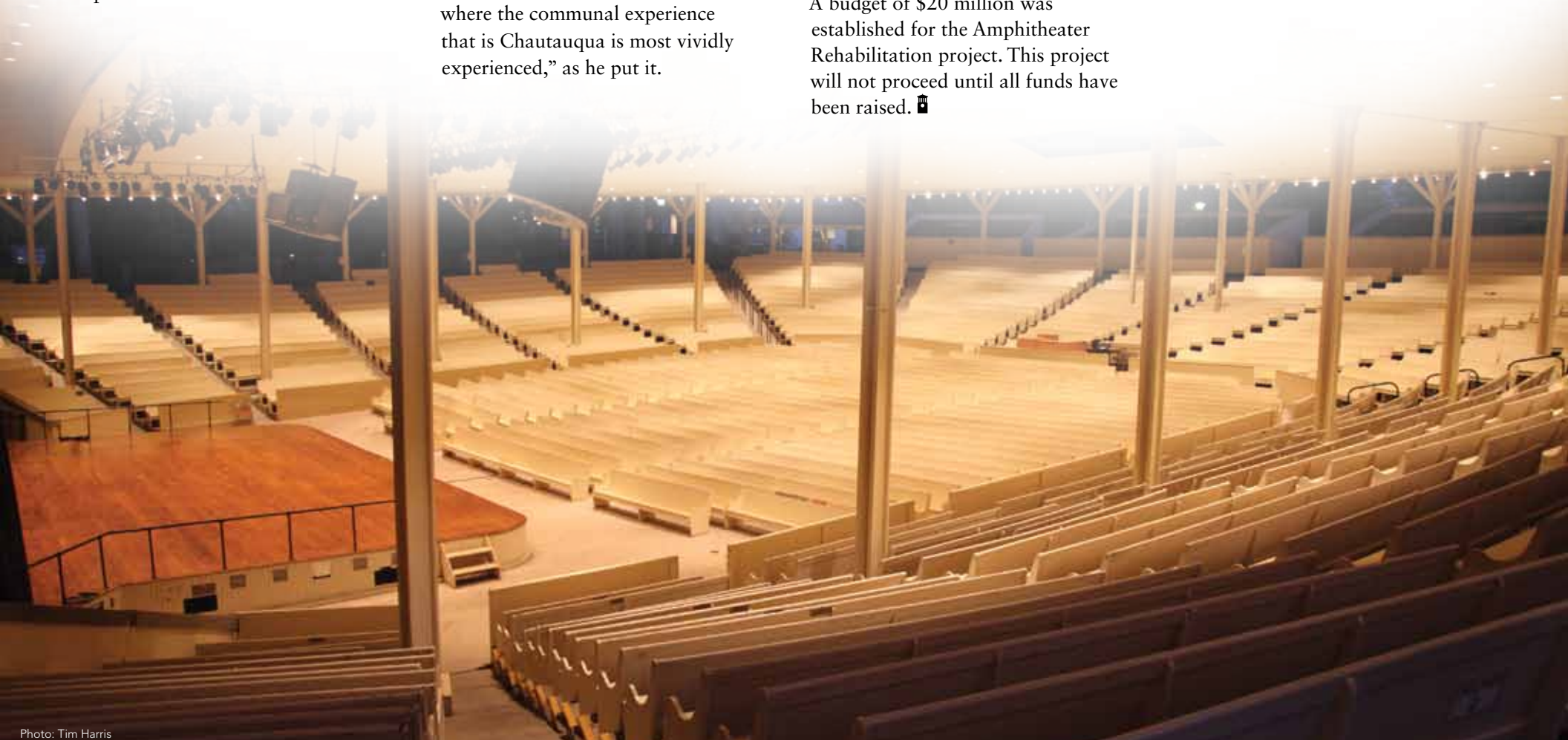
DESIGN TEAM

Marty Serena
SerenaSturm Architects
Chicago, IL

Mitchell Kurtz
Mitchell P Kurtz Associates
New York, NY

Michael Conroe
Wendell A-E
Buffalo, NY

Mark Permar
Permar Inc.,
Charleston, SC



Another Chautauqua Love Story: JULIE AND SHORTY FOLLANSBEE

“I also included a sizeable contribution to Chautauqua in my will, but I recently decided, why wait?”

—Julie Follansbee

Julianne “Julie” Follansbee is reluctant to take credit for her generosity to Chautauqua Institution. “If you write about me,” she says, “you have to write about my husband, Shorty. He was Mr. Chautauqua. He met Edison and Firestone—stood in the garden at Smith-Wilkes and shook their hands. He met the plane when Amelia Earhart landed on the Chautauqua golf course. He only missed two seasons in his 96 years.”

The Follansbees, active in all things Chautauqua throughout their lives, actually gave the electric clock and Westminster chimes that ring on the quarter hour in Miller Bell Tower. They were given in honor of Julie’s mother, Caroline Roberts Barnum, a fitting gift since George L. “Shorty” Follansbee was down on the beach at Miller Bell Tower in 1943 when he first spotted the 18-year-old University of Minnesota sorority girl by the name of Julie Barnum, who had been coming with her mother to Chautauqua since she was 10.

“He didn’t grab my attention so much that first time,” Julie explains, “but the next summer he went after me, and then we were married the next year, in the summer of 1945.” Shorty Follansbee, 13 years older than his bride, had been teaching at Phillips Academy at the time. “He was already ushering in the Amp, and then in a few years he would be president of the homeowners association, then head of the Boys & Girls Club, a trustee, and he was even appointed acting president of the Institution in the summer of 1963.”

Follansbee, who was headmaster of Shady Side Academy in Pittsburgh at the time, could hardly shirk his academic duties there to manage Chautauqua, so Dr. John A. Reed became Vice President in charge of day-to-day operations at the Institution when Follansbee had to return to Pittsburgh. Follansbee’s tenure came at a challenging period in Chautauqua’s history. A fire in 1961 had destroyed the upper floors of the Colonnade, and then-president J. William Carothers, who



Julie and George “Shorty” Follansbee

had only been appointed in 1960, was struggling with the trustees and his own health. He abruptly resigned just before the 1963 season began.

For her part, Julie Follansbee had helped to rescue a languishing CLSC in the same time period. “In 1959, I was down at the beach with the kids and someone came up to me and said the CLSC might close due to lack of interest,” she explains. Follansbee quickly rounded up a crew of women who all joined the CLSC, “and four years later we graduated and paraded without a banner down to the lake. And let me tell you, in those days, the CLSC books were no pleasure! It’s not like it is now when you get to choose four from among a larger group of books selected for the season.”

Julie Follansbee’s mother had also graduated from the CLSC in 1937, so one of her daughter’s first philanthropic gifts to Chautauqua was the establishment of the Caroline Roberts Barnum Fund to support CLSC visiting authors who speak to topics that Julie’s mother would have enjoyed. “She was always interested in current affairs and world events,” says Follansbee. “And when I’m gone, the name of my mother’s fund will also include my name.”

Follansbee also donated to Chautauqua’s pooled life income fund. This gift initially paid income to her sister throughout her life, “and now I get the proceeds for the rest of my life. Then it will go into the Follansbee Fund, within the Foundation,” she says. During the Renewal Campaign, Follansbee also established a remainder trust, which has paid her income each quarter and will also go to the Foundation upon her death. Many investment, tax and estate planning advantages are associated with both of these kinds of gifts.

“I also included a sizeable contribution to Chautauqua in my will, but I recently decided, why wait?” Follansbee advanced the gift last year, and it now provides additional assets to support program speakers in the morning lectures and the Department of Religion.

Though some health issues have slowed her down, Julie Follansbee is still a quick wit at age 87. Inevitably the conversation returns to her husband, Shorty. “He was old fashioned,” she says. “He was of the old school and didn’t want me to work. I was bored sick until I got to know the faculty at the schools where he worked and, of course, there was always Chautauqua. Shorty still didn’t know how to boil water when he died. The extent of his domestic abilities was to ask, ‘Now which one is the washer and which one is the dryer?’ The one thing he could do in the kitchen, though, he could dish himself plenty of ice cream and that was it.” 🍦

Paying it Forward:

JACK AND YVONNE MCCREDIE



Jack and Yvonne McCredie

This season Jack McCredie will begin his 72nd summer on the grounds of Chautauqua. By contrast, his wife Yvonne is a newcomer. Her first season was only in 1962. “It was a test,” McCredie says grinning at his wife of 48 years, “I don’t think we would have made it if you didn’t like it that first time you came here.” Yvonne shakes her head, bemused. She’s heard this one before.

The McCredies are sitting on the back porch of their sprawling house at the end of Longfellow. It’s set on a high bluff overlooking a playground, tennis courts, and the Turney Sailing Center. White caps and sailboats are bobbing on the lake. The sounds of children playing tag at Boys’ and Girls’ Club waft up on a breeze that twirls the generous baskets of pink and purple fuchsia hanging from the porch rafters. Life preservers and beach towels have been set about to dry in the afternoon warmth. This is a house that’s lived in well, headquarters this week to several of the McCredies’ grandchildren and to their much beloved Portuguese water dog Bingo—a black mass of shaggy curls that is walked regularly

along Massey Avenue and who often enjoys music outside the gate at the Amp during the evening concerts.

Yvonne, who is also a member of the Oakland Dog Training Club along with her husband and a trustee of the Oakland Museum of California, is clearly at home here. The constant sound of children in the fields below their house delights her. “We couldn’t have a better space for kids,” she says “We have so much room for them to roam, and our great neighbors have been here forever. We have been trading babysitters with the Prices over the years.”

The McCredies bought the house from Jack’s dad in 1967 and soon thereafter Jack settled in and ran for one of the four seats elected by property owners and members of the corporation. His opponent was the 60 year-old-father of one of his best friends. Jack was only 30. Though he had been discouraged from the contest, McCredie won and served two consecutive terms.

“Those were tough years in the life of the Institution. Financially difficult,”



The McCredies’ oldest granddaughter, Rebecca Daley

he says, looking out over the lake. McCredie is now back on the Board of Trustees after 30 years. “There are not enough words of praise for Tom Becker and his leadership today,” he continues. “There are 2,200 separate events in nine weeks that take place here, during the season. It’s unbelievable.”

As the only computer scientist on the board, he is a strong proponent of more programming on science-related topics.

Before his retirement in 2006, McCredie was associate vice chancellor for information technology at UC Berkeley and the campus’s chief information officer. He was also a leader in EDUCAUSE, a nonprofit committed to the advancement of higher education through the sound use of information technology.

“I see Chautauqua very much the way I see colleges and universities,” he says. “The needs are different at different times, which is why we have recently made an unrestricted endowment gift. We’ve donated a portion of my IRA that will

ensure that the equivalent of our present annual fund contribution to Chautauqua continues every year after we are gone. It’s a neat concept. We’re getting old, and we know our children are going to continue to benefit from Chautauqua, but they can’t immediately take over and make a gift of the size we can afford at this point in our lives.”

Yvonne notes that while they have lived all over the country—Pittsburgh, Princeton, Boston and the San Francisco bay area, their kids consider Chautauqua home base. “The kids always say don’t touch the Chautauqua house,” she explains.

Though Jack was an only child, his mother’s siblings all participated in Chautauqua, and by now the annual family gathering around the Fourth of July brings in some 80 family members. Those festivities have now been turned over to the younger generations to run,” says Yvonne with a hint of relief in her voice.

Over the years, the McCredies’ generosity to the Institution has also been “specific as needed,” as Jack puts it. The couple helped build the tennis courts and playground just below their property. They also helped with funds to construct the Amphitheater bleachers.

“It’s our responsibility to give back,” Jack says emphatically. “My older cousins taught me to sail and swim here when I was very young. All my summer jobs as a boy involved working here. I absorbed it all. Some get tired of it. I didn’t.”

“The needs are different at different times, which is why we have recently made an unrestricted endowment gift that will ensure that the equivalent of our present annual fund contribution to Chautauqua continues every year after we are gone.”

—Jack McCredie

Good for Authors, Good for Readers:

THE CHAUTAUQUA LITERARY PRIZE

“Publishers are opening the reading world to millions more people around the world in new ways. Anytime you can showcase the written word, it’s a good thing.”

—Attorney Michael Rudell

The Chautauqua Literary Prize has been a subject of great anticipation since the announcement of its creation last season. The awarding of the first prize is imminent, after an intensive process of attracting 65 submissions from 35 publishers, each read by three Chautauquans who are professionally involved in the literary arts. The \$7,500 prize will be presented to the author of the winning book when he or she comes to the grounds this summer for a residency that is also part of the award.

As home to the oldest continuing literary society in the United States, Chautauqua Institution has already raised its profile in the literary world through this initiative, says Michael Rudell, an entertainment attorney who has worked on this and many other projects for Chautauqua over the years.

“The idea of a literary prize emerged years ago when Tom Becker issued a challenge for us to think about how the Institution could brand itself more effectively going into the 21st century,” explains Rudell, a partner in Franklin, Weinrib, Rudell & Vassallo, which once again was ranked by *U.S. News* in the highest tier of Entertainment Law firms both nationally and in New York City.

Rudell, who has represented dozens of high profile writers in his career, was first engaged by Chautauqua in the 1980s to assist with legal work related to the entertainment portion of a particular theme week. One visit to the grounds and he was hooked. Rudell fondly remembers staying in Wensley House when the



Michael Rudell

late Winnie Lewellyn was hostess. He and his wife, Alice, were thrilled, he says, to sign the guest book just below the last visitor, poet John Ciardi. Rudell has since spoken in the Hall of Philosophy on the subject of adapting best selling books to film, and over the years he and Alice have brought friends and family members to the grounds to enjoy the Chautauqua experience. “You walk away from Chautauqua and say this is truly a magical place, and it serves such an important function!” he says.

It was 2005 when Rudell first responded to Becker’s challenge and wrote the president to outline the idea for a prize that, if done at the high standards of Chautauqua, would be “good for authors, good for the literary community, and help spread the name of Chautauqua.” Rudell then helped “identify” the unnamed foundation that has made the project possible.



In an era when literary content is being disseminated through an ever-widening array of technological

platforms that are augmenting the print book, The Chautauqua Literary Prize comes at a propitious moment, Rudell suggests.

“Publishers are opening the reading experience to millions more people around the world in new ways. Any time you can showcase the written word, it’s a good thing, and as long as people are reading, it’s not too important whether it is through print or electronic means. Some authors who utilize social media have hundreds of thousands of followers. It’s a great time to call attention to authors, reading and to Chautauqua.”

Rudell says it has been a most rewarding experience to work with education director Sherra Babcock in seeing the project through to fruition, and he plans to be on the grounds when the first Prize is awarded to the winning author. 📖

Address Service Requested

Chautauqua Institution
PO Box 28
Chautauqua, New York
14722

visit us on the web at www.chautauquanfoundation.org

