

Fall 2012 | Volume 78, Number 2

The Seeing Eye®

GUIDE

A MAGAZINE FOR FRIENDS OF THE SEEING EYE

INSIDE:
Planning for
Our Future



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ON THE COVER:

Seeing Eye graduate Valorie Stanard hugs her fifth Seeing Eye dog, a female golden retriever named Kallie.

This issue of The Guide is underwritten, in part, by income from a special bequest by Margaret Ann Barbour, May 13, 1931–Jan. 15, 2003, in support of the mission of The Seeing Eye.

Over the past five years, we've taken a number of steps to reduce our expenses. For example, through improvements in our training process, we were able to shorten the time a student spends on campus. For many years, students arrived on campus on a Saturday; now, students arrive on a Monday. This seemingly minor change saved money by reducing travel costs and the number of days students live on campus, but also allowed our students to return home and get back to their busy lives more quickly.

While achieving some cost savings, these small steps did not go far enough. This year, after an organization-wide re-examination of everything we do, we made additional changes and were able to achieve a 10 percent reduction in our operating costs, without reducing quality or the number of applicants, students, and graduates served. Unfortunately, these cost savings could only be realized by reducing our staff. Layoffs are one of the most difficult, gut-wrenching jobs that a President and a Board of Trustees must sometimes do. But we felt that these actions were essential to the long-term viability of the organization and its mission.

The current campus renovation project may seem contrary to our budget cuts, but it's actually part of the same strategic plan. The main student/administration building has not been renovated in any meaningful way since it was built in 1965. Replacing failing infrastructure and remaining current with evolving building and safety codes are essential for The Seeing Eye's programs. The renovation also dramatically lowers the cost of ongoing maintenance and operation and allows us to bring new training opportunities to the campus.

These steps were painful, but necessary. Now, with our revised expense structure, more efficient operations, and campus improvements, we are better positioned to be here as long as there are people who need Seeing Eye dogs.

I owe an incredible debt to the founders and supporters of The Seeing Eye, whose wisdom and foresight created an organization in 1929 that was here for me when I first needed it 41 years later. And 42 years after my first visit to this campus, we have taken the steps necessary to ensure that The Seeing Eye will continue to be the leader in the field we started. It's you, our donors, staff, volunteers, and puppy raisers who will enable us to continue our life-changing mission well beyond the next 42 years. Thank you.

Sincerely,
James A. Kutsch, Jr., President & CEO, The Seeing Eye

The Seeing Eye® GUIDE

A MAGAZINE FOR FRIENDS OF THE SEEING EYE

A Seeing Eye Perspective

I first set foot on The Seeing Eye campus on May 16, 1970, as a 19-year-old sophomore at West Virginia University. Just five years earlier in 1965, The Seeing Eye had moved after 31 years from its original New Jersey home, a former private home in Whippany, to a purpose-built facility in Morristown's idyllic Washington Valley. Forty-two years later, I'm paired with my seventh Seeing Eye® dog, Colby. Since its beginning, The Seeing Eye knew that I, like other graduates, would need several dogs over my lifetime and included that knowledge in its long-term strategic and financial planning.

The Morristown campus is still very much as I found it that first day, but our operating environment has changed a lot. The world in which our grads and dogs live and work has become much more complex and our class sizes today are 50 percent larger than they were in 1965. We've also innovated new dog training techniques and pioneered advances in canine genetics and medicine. Accordingly, the annual cost of delivering our mission has grown to more than \$24 million in 2012. We rely on our endowment to fund part of our expenses but, not surprisingly, its growth hasn't kept pace. Thus, over the years, the portion of annual costs that can be supported by the endowment has decreased, making the generous support of our donors even more and more essential.

Just as many businesses and charities have done during the current economic climate, we have been forced to ask ourselves: How can we continue to fulfill our mission—breeding and training the world's best guide dogs—in the most efficient and effective way?



Dear Seeing Eye:

Homer is just an amazing sweetheart—always willing to work, always willing to play, always willing to have the side of his head scratched, always willing to hear my words of endearment. In many ways, he has brought a new magic into the house. There is also something of a miracle going on—if I should lose something like a sock in the laundry, within 24 hours, it somehow appears in the middle of the living room!

The large, soft doggie bed with “Homer” embroidered on it continues to hold absolutely no interest for the little guy. But he is completely in love with the \$4 comforter from Target. While at The Seeing Eye, he would pull up a lump in his little mat and go to sleep with the mat in his mouth. That is exactly what he does with the comforter. I tried putting the comforter on the doggie bed, but Homer did not appreciate it. The large bed is now a piece of furniture in the living room—everyone just walks around it!

Joan Buzza
Seeing Eye graduate

Dear Seeing Eye:

Recently, some students from Rutgers who are raising Seeing Eye puppies who will soon return to you came to the Holiday City Carefree Senior Community and spoke to the Men's Club. They brought the dogs and spoke to us about their work, and then your work, with these dogs.

They were so well-informed and friendly, and answered all of our questions after their presentation. Then they stayed around during refreshments and let us pet the dogs while they answered our questions.

They were so informative and did such a great job! This gift is in their honor and in appreciation for their visit and presentation.

Robert Vernoy

in memorium

Marvin F. Kraushar, Seeing Eye Trustee



Dr. Marvin F. Kraushar, a member of The Seeing Eye's Board of Trustees since 2006, died August 16. He was 74.

Dr. Kraushar was chief of ophthalmology at Beth Israel Medical Center and the Interfaith Medical Center in New York City, a clinical professor of ophthalmology at the University of Medicine and

Dentistry of New Jersey, and an associate clinical professor of ophthalmology at the Mount Sinai School of Medicine. He also was an attending physician in ophthalmology at Saint Barnabas and Overlook hospitals,

director of the Retina Center of New Jersey, and served as the eye surgeon for the New Jersey Devils.

Dr. Kraushar joined The Seeing Eye's Board of Trustees in 2006 and had served on the Canine Committee since 2007 and the Committee on Trustees since 2011. He also had been a member of the Programs & Student Services and Instruction & Training committees.

“The Seeing Eye benefitted tremendously from Dr. Kraushar's hard work, passion, and unsurpassed expertise in the field of ophthalmology,” Seeing Eye President Jim Kutsch said. “But most of all, we will miss his dedication to The Seeing Eye's mission and our graduates. My thoughts are with his wife, Gaytha, and the thousands of patients and students who benefited from his knowledge over the years.”

Instructor Shannon Deuschle and a Seeing Eye dog in training pass construction on The Seeing Eye campus.



PLANNING FOR OUR FUTURE

The Seeing Eye prepares to lead for another century

For more than 80 years, The Seeing Eye has been changing lives through partnerships between Seeing Eye dogs and the blind women and men who seek our help to make their way more confidently in the world. Those partnerships are based on careful breeding, high quality training and instruction, and the finest veterinary care for our dogs.

In 1929, Morris Frank and Dorothy Harrison Eustis not only founded The Seeing Eye—they pioneered an entire industry. Today, there are dozens of guide dog schools throughout the world, with tens of thousands of students, all owing their start to The Seeing Eye’s founders and their first meeting at Fortunate Fields in Vevey, Switzerland. Following in the footsteps of guide dogs came other assistance dogs, trained to assist people in myriad ways.

Not satisfied to rest on its rich history, The Seeing Eye has always been committed to its future as well. To that end, The Seeing Eye embarked upon an ambitious re-engineering project to improve efficiency throughout the organization, while simultaneously renovating and modernizing its campus. Both projects are intended to prepare the school for its long future.

“We have accomplished much over the years, but there is so much more yet to do,” Seeing Eye President & CEO Jim Kutsch said. “These steps will ensure we will continue to deliver on our mission into the next century.”

The improvements to the campus begin with a complete renovation of the student wing of the main building,

including all student residence rooms and recreation areas. Long overdue upgrades to the building’s plumbing, heating, and electrical systems will improve the student experience, achieve cost savings in improved efficiency, and modernize systems to provide infrastructure expected by students for cell phones and laptops. There also will be upgrades to the student exercise area, technology center, and outside patio.

A new meeting room will allow for on-campus fundraising events, tour groups, and student lectures, and an expansion and modernization of the dining room and kitchen will further improve the experience for our students and guests. A new escalator, elevator, and enclosed dog run area will allow for increased training opportunities on campus.

Richard Liptak, The Seeing Eye’s director of facilities management, said the renovation represents an essential investment in our ability to train and house our students.

“We’ve done additions and improvements in previous years, but this is the first time we’re looking at everything, across the board,” Liptak said. “Our goal is to have a campus that is prepared for the rest of the 21st century.”

The reengineering project, Mission: Forward!, was a seven-month intensive look at how the school could lower its costs while providing the same or better services. Five employee teams looked at ways to reduce expenses while a sixth team identified innovative ways to generate additional revenue, from a motorcycle rally (which will



be held in Morristown on October 14) to a formal gala (which is in the planning stages for 2014).

“Over the years, we’ve frequently come up with new techniques and methods that improved efficiency, but this was a project to explicitly re-examine everything we do, from breeding and training dogs to instructing students and providing follow-up support,” said David Johnson, director of instruction and training. “We asked how and why we do everything we do, and we were never satisfied with the answer, ‘because that’s how we’ve always done it.’”

Some of the results have a large impact, such as changing our Orientation and Mobility Seminar program. Instead of bringing select O&M grad students to our Morristown campus, we will be presenting the program on various university campuses, where we can reach many more students at significantly lower costs. Other changes are smaller but still valuable—such as changing the expiration date on student ID cards to minimize reissue. All told, the reengineering changes allowed The Seeing Eye to return to the level of staffing we had 12 years ago and reduced our annual expense budget by about \$2.5 million, with no reduction to the number of students served or the quality of the program.

“We’ve always made the commitment that we will be here for our graduates, from their first Seeing Eye dog to their last Seeing Eye dog,” Kutsch said. “Both the renovations and the reengineering will help us fulfill that promise.”

A NEW WAY TO DONATE

One of the new methods of generating revenue identified by Mission: Forward! is the ability to donate a car or timeshare to The Seeing Eye.

Donating your old car is an easy way to support The Seeing Eye. It’s much easier than selling your car—you’ll get a tax deduction, and we’ll handle all the paperwork! We accept almost any vehicle, from cars, motorcycles and trucks to boats, trailers, and RVs. The car doesn’t even have to run—it will be towed!

You also can donate a timeshare. It’s a fast, easy, and convenient way to sell an unwanted timeshare while helping The Seeing Eye. You’ll eliminate those high maintenance fees and taxes and get a tax deduction in return.

For more information about either program, please contact the Donor and Public Relations Department at 973-539-4425 or donate@seeingeye.org.

Two Seeing Eye grads on U.S. goalball team

LONDON CALLING



A Seeing Eye dog can bring you anywhere—even all the way to the Paralympics in London!

Two of the six players on the 2012 U.S. goalball team were Seeing Eye graduates: Jennifer Armbruster of Portland, Oregon, and Jordan Walters of Boulder, Colorado. (A third Seeing Eye graduate, Ashleigh J. Hiatt, was selected for the goalball team as an alternate in case of an injury to one of the six players selected, but all six starters made the trip.)

The Paralympics, which were held immediately following the Olympic Games and also were in London, featured 4,200 athletes from 165 countries. The games ran from August 29 through September 6. The athletes are subject to the same rules and regulations of the International Olympic Committee and are selected through a highly competitive process based on their performances in local, regional, and national competitions.

The women's team advanced all the way to the quarterfinals, but were knocked out of the tournament by China, which would go on to win the silver medal.

Armbruster was selected by her fellow athletes to be the flag bearer for the 2008 games in Beijing, where Team USA won gold. The London Paralympics were her sixth, having been on the team since 1992. At age 17, she was at the time the youngest Paralympian in U.S. history; now, at age 37, she was one of the oldest.

"It's been a phenomenal experience to switch that role, from being the youngest to being a mentor," she said.

But the years have taken a toll on her body, Armbruster said.

"I've been playing goalball for 22 years, but fortunately no serious injuries," she said. "Only two shoulder surgeries, broken fingers, a torn tricep... and lots of bruises from 22 years of diving into the floor and getting up again."



Seeing Eye graduate Jennifer Armbruster throws a ball during a match this summer in Alabama.

*Photo by Hal Yeager/
The Birmingham News.*

Armbruster usually plays either left or right wing, which is typically more on offense, with the center primarily being on defense. "Traditionally your wings are doing the throwing and your center is taking most of the hits," Armbruster said. "But it depends on which team you play. When we play Canada, for example, they go for me on the wing. Apparently their game play is to throw at the old lady. Which is fine, because I love being on defense."

An athlete her entire life, Armbruster began to lose her sight at age 14; by the time she graduated high school, she was almost completely blind. She was forced to give up a scholarship offer to play college basketball, and turned her athletic talents to goalball. Her father, Ken Armbruster, followed her into the sport; he's now coaches the U.S. Paralympic team.

WHAT IS GOALBALL?

Goalball was invented following World War II as a team sport for visually impaired veterans. Each team has three players—a center and two wingers—on the court, which is roughly the size of a volleyball court. The goal is a net about shoulder height that stretches the entire width of the court's back line. The ball is roughly the size of a basketball, but weighs almost three pounds, and has bells inside it to allow the players to determine the ball's location. Players wear blindfolds so there's no advantage for those who are partially sighted. The goal is defended by catching or diving in front of the ball.

"I never call him Dad, even around the house," Armbruster said. "It's always Coach."

Walters, blind since birth, was introduced to goalball at age 13 while at a sports camp for children who are blind.

"It was the first team sport that I'd ever gotten to play, and I fell in love with it," said Walters said. "I love the teamwork and the strategy involved. I also like the fact that it's a contact sport. It makes it much more exciting."

Armbruster has been matched with her third Seeing Eye dog, a male German shepherd named Vail, since 2009; Walters has been with her first Seeing Eye dog, a male German shepherd named Plato, since 2008.

"Plato is a great goalball dog," Walters said. "He knows he gets to see me at half-time and after the game. Although overtime still throws him sometimes."

"Vail is crucial to my training," Armbruster said. "It's about a mile walk to the light rail, and he's up with me every morning for that workout before work. Thanks to Vail, I have the freedom to go where I need to go. He makes it easy for me."

Armbruster and Walters both said it "wouldn't be fair" to bring their Seeing Eye dogs to the Paralympics. The schedule is just too hectic, Armbruster said.

But both dogs love watching goalball matches in the U.S.

"Plato and Vail love hanging out together," Armbruster said. "Even though each one has his own mat, they want to share one."

Do the dogs sense when the team wins or loses?

"I don't think Plato cares either way. When the matches are over, he's just happy to see me," Walters said. "Win or lose, he still loves me."



Seeing Eye graduates Jordan Walters, front, and Jennifer Armbruster combine dive to make a stop in a goalball match played in Alabama this summer. Photo by Hal Yeager/The Birmingham News.



Jordan Walters and her Seeing Eye dog, Plato, walk off the court after a goalball match played in Alabama this summer. Photo by Hal Yeager/The Birmingham News.

70 Years of Love



Since 1942, The Seeing Eye's puppy raisers have been welcoming puppies into their homes. These dedicated volunteers raise these puppies, teach them basic obedience, good house manners, and exposure to other dogs and people for proper socialization. Then, after 14 to 16 months, they perform the toughest job of them all—they give the puppies back!

Each year, The Seeing Eye thanks its puppy raisers for their incredible contributions and gives them a chance to come to the campus and meet instructors, graduates, and fellow puppy raisers on Family Day. But this year was a special occasion: the 70th anniversary of the Puppy Raiser Program. The event was held for the first time at the Morristown Armory as the 70 Years of Puppy Raising Celebration, with more than 1,200 people from nearly 500 families in attendance—including puppy raising alumni, who don't participate in Family Day.

The large, airplane-hanger like facility was transformed by Seeing Eye staff and volunteers into a family-friendly venue with informational booths about each Seeing Eye Puppy

Raising Club, as well as opportunities to chat with Seeing Eye graduates and instructors. Two obstacle courses were set up to demonstrate Seeing Eye dogs in action, and there was free face painting and temporary tattoos provided by Bella Faccia.

Bill Mooney gave a special performance of his one-man show about the life of Morris Frank, and two videos—one showing puppies at play in the Breeding Station, the other a "Seeing Eye dog's view" of guiding thanks to a camera mounted on its harness—were unveiled for the first time in a back area screened off to make a temporary movie theater. Another screened-in area was used as a temporary photo studio, with The Seeing Eye's John Keane taking pictures of puppy raiser families and their puppies. Information was provided about upcoming Seeing Eye events, including September's Gran Fondo Weekend and The Seeing Eye Charity Motorcycle Ride, scheduled for October 14. (For more information, see our website at SeeingEye.org.)

Lunch was donated by Best Provisions, Herr's, Sysco, Demarest Farm, Perfetti Van Melle, Paper Products, and Johanna Foods, plus ravioli samples were provided by

2012 SCHOLARSHIP WINNERS

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Betsy Carter
Catriona Coffey
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Dawn Dietrich
Sharon Driedger
Tim Driedger
Erin Emes
Sarah Engdahl
Melissa Fathers
John Ferrentino
Henry Solomon Finkelstein
Kirsten Frank
Darren Freedman
Nicole Gaziano
Leah Giralico
Rudi Hanz
Emily Hausheer
Amie Hegyes
Katie Heidgerd
Kathy Hill
Mackenzie Jones
Hayden Kaye
Katrina Koch
Haley Kooistra
Nigel Lane
Savannah Lee
Peter Liloia, IV
Tyler E. Melnyk
Drew Metzger
Alex Miller
Samantha Miller
Janine Mistrick
Bridget Provincial
Caitlin J. Queitzsch
Joel Rice
Maddi Roberts
Bethany Robinson
Kara Sachs
Ellie Sandman
Ryan William Skehan
Nicole Smith
Cory Snearowski
Jessica Stefani
Robert Sutliff
Rachel Thatcher
Natalie Tzap
Barbara Van Orden
Aubrey Vinh
Merrick Voegele
Tanya Volkert
Miles Winship
Jeri Wong

Raffetto's, which will partner with The Seeing Eye on an upcoming fundraiser. Seeing Eye Director of Canine Development Peggy Gibbon gave a presentation about the history of puppy raising, Sue Aber and Cathy Faas produced a video on career change dogs, the veterinary staff had a table to discuss the importance of keeping dogs physically fit, and Seeing Eye instructors Doug Bohl and Sue McCahill wrote and performed a skit in dog costumes.

Janice and Ron Young's family of Ocean County and the Erickson family of Montgomery County were recognized as new members of the "21 Club"—those who have raised at least 21 puppies for The Seeing Eye. In addition, 59 scholarships were awarded to puppy raisers who were beginning their first year of college, with Natalie Tzap of Caring Canines 4-H Club (Burlington County, N.J.) receiving extra merit.

Long-time puppy raiser and supporter Midge Leitch was presented with the Best Friends Award for her demonstration of extraordinary commitment to advancing the mission of The Seeing Eye.

Puppy Development Area Coordinator Vicki Hennig described Leitch as "primo."

"When puppies come in for training, the raisers are asked to describe the dog's characteristics. For those who have not had the pleasure to get to know Midge like I have, her characteristics are: friendly, smart, spirited, and confident. She can also be vocal at times! Thank you Midge, for all your dedication, your passion, and for all you do."



donor profile

A charitable gift annuity is a way of donating, either cash or stocks, in return for a guaranteed income stream. There are some age and minimum gift restrictions, however. For more information about a charitable gift annuity, call the Donor and Public Relations Department at (973) 539-4425 or email donate@seeingeye.org.

Sharing the Story



Why do you love The Seeing Eye? Tell someone! You never know what you can accomplish.

One cabbie's story about a Seeing Eye graduate led to a donation... and then to another.

"My father used to drive a taxi in Newark, mucho years ago," Rhoda Attanasio said. "And he picked up one of the first women who had a Seeing Eye dog. It

really made an impression on him. For years afterward, he would tell me about it. It stayed with him for all those years."

Attanasio has been donating to The Seeing Eye for many years, but wanted to provide even more support to the

organization. She decided to sign up for a charitable gift annuity – giving The Seeing Eye a lump sum payment in return for an annual payment from The Seeing Eye.

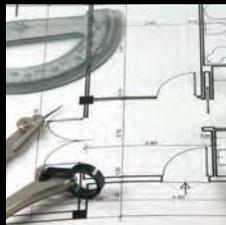
"I've always had dogs, and I'm so impressed with what these dogs can do," she said. "I know when I give to The Seeing Eye, I'm giving to a very worthwhile charity."

But that's not all she did. Attanasio shared the school's story with her friend, Elsie Hajdics, who hadn't been a donor before – but is now. Hajdics also signed up for the charitable gift annuity program.

"Honestly, I'm a cat person!" Hajdics said. "But I was looking for a charity to support, and I really liked what Rhoda told me about The Seeing Eye."

A story can go a long way!

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'Tis the Season

...to order your 2012 Seeing Eye holiday cards!

This year's card shows snow falling at night over a field. Lying in the snow is an adult golden retriever, in harness, and sitting nearby are a black Labrador retriever puppy and a German shepherd puppy. The puppies are wearing green and red bandanas. The outside of the card reads, "May the simple pleasures of the holiday season..." Inside, the card continues: "Bring you lasting joy throughout the New Year!" The inside of the card also has the full message in Braille. **To order holiday cards or other items from The Seeing Eye, please visit our online store at SeeingEye.org/store.**



The Seeing Eye

President & CEO James A. Kutsch, Jr.
Editor Craig Garretson
Communications Manager

Visit our Website

Email info@SeeingEye.org
Phone 973-539-4425
Fax 973-539-0922
In Canada c/o TH1017, P.O. Box 4283, Station A
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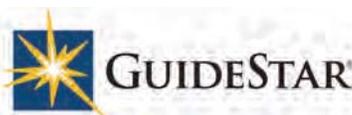
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Permission to reprint may be obtained by contacting The Seeing Eye.



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The Seeing Eye follows the guidelines recommended by the Council of U.S. Dog Guide Schools for the humane care and training of dogs to be guides, and the instruction and graduate services offered to people who are blind or visually impaired.

The Seeing Eye is an accredited member of the International Guide Dog Federation.

The mission of The Seeing Eye is to enhance the independence, dignity and self-confidence of people who are blind, through the use of specially trained Seeing Eye dogs.

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