Building strong families through scientific research

Mt. HOPE family center

ANNUAL REPORT 2011
Message from the Executive Director

Throughout our history, Mt. Hope Family Center has integrated research, clinical interventions and training to find the most effective ways of helping families and children affected by trauma. We became a nexus for a new field of study, Developmental Psychopathology, which examines the processes in normal and atypical development, focusing particularly on how abuse, neglect and violence impact a person, physiologically, emotionally, socially, and academically. Our goal is preventing these traumas from continuing and discovering what makes some individuals more resilient than others.

In 1979, we opened the doors of our therapeutic preschool to help young children with a history of violence in their lives. When Dr. Dante Cicchetti joined the center in 1985, he envisioned following these children over a longer period of time, studying their development through childhood, adolescence and possibly adulthood. To accomplish this, we launched our Summer Camp in 1986, modeled after a similar camp he ran at Harvard.

Summer Camp evolved into an ideal setting for incorporating research science with clinical practice and training. While campers enjoy Slip ‘N Slide®, boondoggle, and other traditional camp activities, they also participate in interactive research activities that have contributed to leading edge discoveries about stress and resilience. We currently have a grant from the National Institute of Mental Health that allows us to use multi-level measures for examining mental health and socioemotional functioning, in conjunction with physiological outcomes.

Camp is one of our largest hands-on training opportunities for both graduate and, more uniquely, undergraduate students from as nearby as the University of Rochester and as far away as Turkey, Croatia and Japan. Many student staff members work at camp several years and some take positions at the center later in their careers. You can read stories from four former camp staff members in the special section, “25 Years of Summer Camp.”

According to a 2012 Prevent Child Abuse America report, the costs of child abuse and neglect in the U.S. are currently estimated at $80.26 billion annually or $220 million every day. The cost per child (excluding fatalities) is $63,871, including: health care, child welfare, criminal justice, and special education. Unfortunately, research shows that during times of economic stress, rates of child abuse increase. Therefore, we can expect these costs to rise in our current economic culture.

The report concludes that child maltreatment is preventable through more research and evidence-based therapies such as those done at Summer Camp. I am proud that our work with local children and families can help children globally and, as we continue analyzing the twenty five years of data, the benefits will improve their lives for decades to come.

Executive Director

Sheese L. Toll
Clinical Intervention and Prevention
Mt. Hope Family Center provides seven evidence-based models in our clinical intervention and prevention programs. We help approximately 900 at-risk children and families annually through our clinical services and research projects, and even more through community outreach and collaboratives. The Monroe County Department of Human Services (DHS), state and federal grants, the United Way of Greater Rochester (United Way), and private donations fund these services.

CLINICAL SERVICES

Child-Parent Psychotherapy (CPP) – This preventive intervention focuses on treating child trauma and its impact on attachment relationships of parents and children ages birth-6 years. Therapists meet with both parent and child weekly for 10-12 months. We are one of the nation’s premiere facilities in providing CPP services, researching its efficacy, and disseminating the model throughout the United States.

Cognitive Behavioral Therapy (CBT) – This short-term intervention addresses thoughts, feelings, and behaviors in children ages 3-16 years with symptoms of stress, depression, anxiety, or anger management difficulties. Therapists meet with clients for approximately 16-20 sessions. We use Trauma Focused CBT (TF-CBT) for children who experienced trauma and exhibit post-traumatic stress disorder (PTSD) symptoms. Alternatives for Families CBT (AF-CBT) specifically helps families struggling with conflict, aggression, or violence.

Incredible Years Parenting Group (IY) – This award-winning preventive curriculum teaches effective parenting skills and positive behavior management through group discussion and role play. Parents meet at the center for 14 group sessions. Mt. Hope Family Center is also the lead agency in a six-agency IY Collaborative, providing IY groups throughout Monroe County.

Interpersonal Psychotherapy (IPT) – This 12-16-week intervention helps adults and teens struggling with depression. When participants identify their symptoms, understand how relationships affect their depression, and how depression impacts other aspects of their lives, they can develop better relationship and parenting skills, and identify ways to avoid future depressive episodes.

Promoting Alternative Thinking Strategies (PATHS) – Our afterschool program, PATHS Club, employs this therapeutic emotions-based curriculum to develop non-violent conflict resolution strategies and positive social skills in children ages 6-11. PATHS Club meets three days a week for seven weeks. In 2011, we held three sessions with 25-30 children in each; half were referred by DHS and we recruited the rest from the community. Based on a Child Behavior Checklist conducted at the beginning and end of PATHS Club, 100% of the children enrolled showed decreased overall negative behaviors.

Thanks to the Monroe County Department of Human Services and the Hoselton Auto Group, we now have a new van, making it possible for us to serve more people under our DHS contract.
CLINICAL PROGRAMS

Mt. Hope Family Center conducts intervention programs in the areas of: trauma treatment, specifically coping with violence and other stresses, family functioning, parenting, conflict resolution, and developing positive interpersonal relationships in children.

Preventive Services – We provide each of the seven evidence-based interventions through a contract with the Preventive Unit of the Monroe County Department of Human Services. Some highlights from 2011 include:

- CPP, CBT, IPT, and PATHS served 143 children; 40 were in foster placement at the beginning of service and 103 resided at home. Of the group in foster care, six (15%) returned home. Of the 103 children residing at home, 97 (99%) remained at home at the completion of their treatment.
- 91% of families receiving CPP achieved their goals and improved family functioning.
- 98% of children in CBT achieved their treatment goals and improved functioning.

Behavioral And Social Interventions for Children (BASIC) – This community partnership with the United Way, the Children’s Institute, six accredited urban childcare centers, and the IY Collaborative, provides an integrated network of preventive and therapeutic services on-site in the childcare centers. Universal programs like IY and Preschool PATHS are provided to entire classrooms. We provide behavioral consultations and Primary Project for higher risk children and CPP or TF-CBT for higher need children and families.

Healthy Futures – This partnership with Starlight Pediatrics, DHS, Society for the Protection and Care of Children (SPCC), the Children’s Institute, and Coordinated Care Services Incorporated (CCSI) is funded by a grant from the Centers for Disease Control and Prevention and provides evidence-based services to Starlight patients newly entering foster care. Mt. Hope Family Center provides any needed trauma screenings, TF-CBT, CPP, or IPT services through the new Monroe County Visitation Center.

Promoting Positive Pathways (PPP) – This program provides CPP and TF-CBT to promote resilience in children ages 0-17 who have been exposed to traumatic situations. Now in its second year, PPP provided services to 107 participants; 31 children and 31 parents/caregivers received TF-CBT, 23 children and 21 parents/caregivers received CPP. PPP’s Substance Abuse and Mental Health Services Administration (SAMHSA) funding qualifies the center as a member of the National Child Traumatic Stress Network (NCTSN).
Research
Research is the foundation for all we do at Mt. Hope Family Center. By identifying different processes in normal and atypical child development, we better understand what factors contribute to poor adaptation and psychopathology, and what promotes resilience and healthy development. We primarily focus on the most at-risk children in our community who live in environments prone to maltreatment, community violence and maternal depression, and base all of our clinical interventions and preventions on research findings. You can find more detailed project descriptions and contact information on our webpage, www.mthopefamilycenter.org.

Biobehavioral Research in Different Generational Experiences (BRIDGE)
Project BRIDGE is a multidisciplinary team from the fields of psychology, engineering, cardiology, and communications developing new methods of studying the parent-adolescent relationship. BRIDGE will follow middle school students and their families over a two-year period, analyzing emotional reactivity through several methods including: a recently designed wireless EKG monitor, paralinguistic voice analysis systems, and emotion reporting techniques.

STATUS: BRIDGE began Wave 1 data collection and plans to enroll 200 families.

Principal Investigators: Melissa Sturge-Apple, Ph.D., Patrick Davies, Ph.D. – University of Rochester Department of Clinical and Social Psychology, and Mt. Hope Family Center; Wendi Heinzelman, Ph.D., Zeljko Ignjatovic, Ph.D. – University of Rochester Department of Electrical and Computer Engineering; Spencer Rosero, M.D. – University of Rochester Medical Center Department of Cardiology

Special thanks to our funder: Eunice Kennedy Shriver National Institute of Child Health and Human Development

Building Healthy Children (BHC)
BHC is a home visitation-based program that provides and evaluates preventive interventions for women who had their first child prior to the age of 21 years, and meet other criteria. Approximately half of the families, the treatment group, receive a combination of four evidence-based programs: Mt. Hope Family Center provides CPP and IPT, and the Society for the Protection and Care of Children (SPCC) provides Parents as Teachers (PAT) and IY. URMC outreach workers assist with support services such as food, housing, medical care, and transportation for 3-5 years. The other half, or comparison group, receive annual screening assessments and service referral as needed.

STATUS: Since 2007, BHC enrolled 425 families, with 234 in the treatment group. At intake, children ranged in age from one week–24 months and mothers ranged in age from 14-22 years.

- 99% of treatment participants have avoided foster care placement.
- 98% of treatment participants and 95% of the comparison group avoided indicated Child Protective Services (CPS) reports during their enrollment and 94% of all families have continued without CPS involvement after completing the program.
- 81% of treatment families completing the program remain current with pediatric care, compared to 57% in the comparison group.

Principal Investigator: Sheree L. Toth, Ph.D. – University of Rochester Department of Clinical and Social Psychology, and Mt. Hope Family Center

In 2011, Building Healthy Children received Rochester Business Journal’s “Community Impact Award” and an honorable mention from the Healthcare Association of New York State for the “Community Health Improvement Award.”
Special thanks to our funding partners: Monroe County Department of Human Services, United Way of Greater Rochester, U.S. Health Resources and Services Administration through the New York Department of Health, and U.S. Administration on Children, Youth and Families Children's Bureau

**Children's Learning and Adaptation for Success in School (CLASS Continuation)**

The original CLASS study investigated how child neglect impacts learning and adaptation in a school environment of low-income children ages 4-6. Through an NIMH grant, we continued studying these children through age 11; extending the research to their physical and mental health functioning.

**STATUS:** CLASS completed final data collection in 2011 and funding has ended for the project. We are preparing journal articles for submission. A total of 225 children and their caregivers participated.

**Principal Investigators:** Jody Todd Manly, Ph.D. – University of Rochester Department of Clinical and Social Psychology, and Mt. Hope Family Center; Michael Lynch, Ph.D. – SUNY, Geneseo

**Special thanks to our funder:** National Institute of Mental Health

**CONNECT**

This is an inter-disciplinary collaboration developing new technologies that provide an in-depth look at how toddlers deal with common but stressful situations, such as being briefly separated from a parent. Their new system, WiPsy (Wireless technology for Psychological research), is used in addition to behavioral observation and allows them to unobtrusively assess physiological reactions of mothers and toddler during various interactions.

**STATUS:** CONNECT completed final data collection in 2011 and funding has ended for the project. We are preparing journal articles for submission. CONNECT had 186 mother-child groups participate.

**Principal Investigators:** Melissa Sturge-Apple, Ph.D., Fred Rogosch, Ph.D. – University of Rochester Department of Clinical and Social Psychology, and Mt. Hope Family Center; Wendi Heinzelman, Ph.D., Zeljko Ignjatovic, Ph.D., and Joe Rausch, Ph.D. – University of Rochester Department of Electrical and Computer Engineering

**Special thanks to our funder:** National Institute of Nursing Research

**Fostering Recovery**

This project compares families receiving Rapid Referral support for traditional substance abuse programs with those also receiving CPP from Mt. Hope Family Center to see if combining treatments enhances parent-child relationships, increases the children's emotional and cognitive development, reduces out-of-home placements and improves both parental participation and long-term success.

**STATUS:** Fostering Recovery completed final data collection in 2011 and funding has ended for the project. A total of 103 families participated. We will continue data analysis in 2012.

**Principal Investigator:** Sheree L. Toth, Ph.D. – University of Rochester Department of Clinical and Social Psychology, and Mt. Hope Family Center

**Special thanks to our funders:** The Children's Bureau and The Monroe County Department of Human Services
Inspiring Possibilities in Teens (IPT)
IPT began in 2011 and hopes to determine if a proven preventive intervention for depression in adolescents, IPT-A, can prevent Major Depressive Disorder in low-income, high-risk teen girls. This five-year project works with girls ages 13-15 and their mothers, focusing on relationships, emotions, problem solving and life skills.

**STATUS:** IPT enrolled 80 families in 2011, 54 were determined eligible and remain active. We plan to enroll 350 families.

**Principal Investigators:** Sheree L. Toth, Ph.D. – University of Rochester Department of Clinical and Social Psychology, and Mt. Hope Family Center; and Dante Cicchetti, Ph.D. – The Institute of Child Development at the University of Minnesota;

**Co-Investigator:** Jody Todd Manly, Ph. D. – University of Rochester Department of Clinical and Social Psychology, and Mt. Hope Family Center

**Special thanks to our funder:** The National Institute of Mental Health

Successful Transitions in Ethological Perspectives (STEP)
STEP examines the behavioral and physiological ways children cope and respond to different types of conflict between parents. This multi-faceted study focuses on 250 families with children ages four and five and combines clinical observation and information from the families with physiological data, to determine signs of distress or fear in the children.

**STATUS:** STEP began Wave 2 data collection.

**Principal Investigators:** Patrick Davies, Ph.D., Melissa Sturge-Apple, Ph.D. – University of Rochester Department of Clinical and Social Psychology, and Mt. Hope Family Center

**Special thanks to our funder:** Eunice Kennedy Shriver National Institute of Child Health and Human Development
Imagine a summer day camp that provides a nurturing, supportive, and enriching experience for maltreated and nonmaltreated children from impoverished families as well as a natural environment for scientifically studying human development, and a training opportunity for graduate and undergraduate students. In 1986, Dr. Dante Cicchetti brought that innovative concept to Mt. Hope Family Center.

This year, we mark the 25th year of his seminal impetus and years of intensive dedication that have affected the lives of thousands of children, spawned the professional and scientific careers of innumerable students, and made Summer Camp our longest running project. The research conducted at the camp provides an important voice for the children and how their life experiences have affected them psychologically and biologically: thousands of stories that would not be heard otherwise. The scientific discoveries revolutionized our understanding of the diverse, detrimental effects of child abuse and neglect and, through and an extensive list of articles published in professional journals, provided broader knowledge about development, psychopathology, and resilience. This information also has a major impact on social policy for children and families worldwide.

Each summer, we conduct six 5-day sessions free of charge to urban children ages 8-11. They receive roundtrip transportation from home and spend a week enjoying camp recreation, along with social skill building exercises, and individual time with trained counselors. We employ an average of fifty undergraduate and graduate students who work as camp counselors and research interviewers under the direction of the center’s research and clinical staff.
Research measures occur throughout the day and intertwine with other camp activities. We measure cognitive and self-regulation capacities and use computer games to measure brain activity in response to different emotions. Twice a day, campers play “the spit game” so staff can systematically collect saliva samples for evaluating their regulation of the stress hormone cortisol and studying genetic influences on behavior and adjustment.

The child-friendly setting allows counselors to observe the children naturally interacting with adults and peers. They combine those observations with peers’ evaluations to rate them on their social behavior, personality, and adjustment. Individual interviews with each child help counselors assess self-esteem, relationships, exposure to stress, trauma, and violence, psychological and mental health functioning, including symptoms of PTSD, depression, anxiety, and conduct disorder. Finally, parent interviews supply a wider perspective on family functioning.

For many years, the Spunk Fund, Inc. has been a stalwart financial sponsor of camp research. Given the importance of our work, it has garnered increasing federal government support as well, including the Administration for Children, Youth, and Families, the National Institute on Drug Abuse and the National Institute of Mental Health. Currently, the National Institute of Mental Health is funding research to understand the psychological and biological effects of trauma experienced by children.

Over the years, camp has received local funding from DHS, the United Way, and the Wilson Foundation, as well as nationally from the Clara and Kurt Hellmuth Foundation. In 2011, the Greater Rochester Health Foundation provided a grant to purchase new sports equipment.

Many things learned at Summer Camp are intangible and cannot be easily assessed through standard research measures. They include the boy who finds a trustworthy adult for the first time in his life, the girl who gains confidence as the “Double Dutch Jump Rope Champ,” and the moment when a child’s hug helps a student decide their life’s work. These are things that only those who have experienced Summer Camp can share. We asked several of our past camp staff to recall a fond memory of their experience at Summer Camp and each of them told of their first week and how the children made a lasting impression.

Principal Investigators:
Fred Rogosch, Ph.D. – University of Rochester Department of Clinical and Social Psychology, and Mt. Hope Family Center; Dante Cicchetti, Ph.D. – The Institute of Child Development at the University of Minnesota

Special thanks to our funder: National Institute of Mental Health
Growing up as a child in Rochester I had an “uneventful” upbringing, with a stable home and family. I had no idea that children in my own community experienced lives so different from mine until I started working at the Summer Camp. I quickly became aware of the struggles that many children dealt with on a daily basis, and I saw their families attempt to overcome serious adversity.

During my initial counselor training, I was taught to deal with a variety of crisis situations. I didn’t know what to expect and was a bit nervous when camp began. I remember the first child I met, a six-year old boy named “Jeffery.” When he got out of his cab that first day of camp, I mustered up as much positive energy as I could and introduced myself. He immediately put his hand in mine and started telling me about his five-year old girlfriend. I smiled. No matter what kind of challenges these children were dealing with, this innocent interaction confirmed for me that they were all “normal” children with the same kinds of needs that all children have. From that moment on, I was committed to helping these kids.

My time at Mt. Hope continues to shape my career. Even now, as a professor at SUNY Geneseo, I think about the children I worked with often. Six years ago, I was surprised when one of my former camp children showed up as a student in my class. She went on to take more classes with me and I burst with pride when she graduated from college. I know many of the children I worked with continued to experience hardship in their lives, but it is successes like hers that make me proud of the work done through the Mt. Hope Summer Camp.
Jody Todd Manly, Ph.D.
MHFC Clinical Director

I decided to complete my Ph.D. at the University of Rochester, in part because I heard about Mt. Hope Family Center and their work with maltreated children. I wanted to learn why some who were abused or neglected became resilient while others exhibited long-standing problems. Dr. Dante Cicchetti became my mentor and allowed me the exciting opportunity of helping him develop the first year of Summer Camp.

However, before any serious research could begin, we had to figure out a few basic logistics. Our first task was tracking down children who had been in the center's preschool. Then we found space at a city school, a cab company willing to transport children, and finally, a small, dedicated group of staff people to run the program. Summer Camp was underway.

I derived my dissertation data from the research conducted that first summer, but much more than my thesis was born that year. The aspects of camp that make it dear to me are not only the scientific advances made over the years, but also the life changes I have seen unfold. I saw many children return year after year and grow before my eyes. Some who aged out returned as junior counselors to give back to other children. I remember one sullen boy who was reluctant to participate at the beginning of camp but, after his week ended, he rode his bike back to visit his counselors. Some of the strongest relationships developed between children with the most difficult behaviors and the counselors who sweated and played and guided them toward trusting and sharing.

It was not just the children who grew at camp. I watched college students learn how to interact with at-risk children and provide positive role models and nurturance, even with tough to manage kids. I saw them develop professionally and move from camp to national leadership roles in universities around the country, The Substance Abuse and Mental Health Services Administration in DC, the Institute of Psychiatry in London, and even as a research advisor to the White House.

Camp is a special place and the way it has touched lives cannot be counted by the number of participants served or papers published or students whose careers were launched. The impact is difficult to measure, but I know from experience that it is life altering.

Taia Verno, M.S.
MHFC Clinical Coordinator for the Afterschool Program and Summer Camp
Camp Head Counselor, 2004-2005; Camp Director, 2009-present

In the summer of 2004, I met my match. His name was Robert and he came in a very small seven-year old package. He had a vocabulary that would embarrass truckers, was fearless and had zero interest in being at camp.

I had just graduated with a degree in psychology and joined the Mt Hope Family Center Summer Camp as head counselor. I was looking forward to spending my summer working with urban youth and getting more experience before starting my graduate work in counseling. I had no idea how much experience I was really going to get.

At first I saw the situation with Robert as my own personal challenge, but I quickly learned it would take a team to truly impact a child's life, including Robert's. Although working through his behaviors and attitudes made some days drag, the week passed quickly, and Friday finally arrived. We packed up Robert's things and wished him luck with the rest of the summer. He jetted out of the building and onto the bus as fast as he could. He was done with us...or so we thought. Just as the bus was about to leave, the doors opened and out ran Robert. He wrapped his little arms tightly around my legs, looked up and said “This was fun Miss T. Can I come back next year?” I bent down, hugged him back, and told him that I had fun that week, too.

When I returned to Summer Camp as the director, I set team building as a high priority so we can continue providing an important experience for children and completing needed research that has a life-changing impact on the children and staff.
**Training and Dissemination**

The center trains future research scientists and clinicians in a variety of settings, offering hands-on opportunities not available elsewhere. By sharing our research findings through training, professional publications and lay media, we increase the understanding of how trauma affects human development and the most efficacious clinical treatments.

**Training**

- In 2011, approximately 30 undergraduate students and 10 graduate students were involved with Mt. Hope Family Center in research and clinical capacities in addition to 12 student counselors in our PATHS Afterschool Program and 50 in Summer Camp.

- We provided CPP training to 14 sites around the country and are working with the faculty at University Of California – Los Angeles to develop training materials for CPP in trauma treatment.

- Clinical staff members participated in NCTSN workgroups and learning collaboratives, and are developing a community-wide trauma-focused training program. Dr. Jody Todd Manly served as senior leader in the AF-CBT Learning Collaborative and taught one of the highest attended webinars.

- Dr. Toth and Dr. Patrick Davies continued their monthly Brown Bag Lunch series for University of Rochester clinical and developmental psychology graduate students. Presentation topics included professional development and current MHFC-affiliated research updates.

**Dissemination**

- Mt. Hope Family Center research scientists published 22 papers in professional journals during 2011. You can find the complete list of titles under the Publications section of our webpage, www.mthopefamilycenter.org.

- Dr. Toth serves as an Associate Editor for *Development and Psychopathology*, is on the editorial board of *Child Maltreatment, Journal of Child and Family Studies* and an ad hoc reviewer for over 12 other journals. Dr. Manly serves on the editorial board of *Journal of Child and Family Studies* and is an ad hoc reviewer for five other journals. Dr. Rogosch serves as an Associate Editor for *Development and Psychopathology* and an ad hoc reviewer for over 10 other journals.

- Our staff continues to be sought by the media on subjects relating to trauma. In November, at the request of CNN, Dr. Toth wrote “When Does Spanking Become Abuse?” which appeared on their website.
Fundraising

Thank you to all those who supported us during one of these community efforts:

**January – Raising on the Roof, “Push Yourself for Prevention”** – As part of a Webster Schroeder High School senior project, teacher Paul Valenti camped on the school roof in the January snow; agreeing to stay one minute for every dollar students donated up to 48 hours. Thanks to their work and a generous gift from Frontier Communications, the project raised $3000 for the center.

**April – Blue Jean Days** in its second year, this event asks area businesses to help us recognize National Child Abuse Prevention Month and raise money for Mt. Hope Family Center by donating to the center for the chance to wear jeans to work. The Kappa Delta and Sigma Delta Tau sororities at the University of Rochester sold blue jean bracelets on campus and ReMax Realty held a brown bag lunch. The various events raised $4000.

**June – Clips for A Cause**
The Michael Spitale Salon hosted “Clips for a Cause” to benefit Mt. Hope Family Center, Bivona Child Advocacy Center and the Pluta Cancer Center. They offered haircuts and other services in exchange for a donation and raised $950 for Mt. Hope Family Center.

**November – NextGen Rochester** – A $1500 grant from NextGen Rochester will allow us to purchase Welcome Bags for new mothers in BHC. The bags will contain an age-appropriate toy and book, a parenting guide, and other baby supplies.

**December – ROC-The Day** – Mt. Hope Family Center received $1700 during The United Way of Greater Rochester’s first ROC-the-Day community-wide day of giving. By harnessing the powers of the United Way and social media, donors could learn about and support multiple not-for-profits at one time.
Financial Supporters
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Susan Roesser
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Dr. Joseph Anthony Roscoe
2011 Financials

INCOME

- United Way of Greater Rochester: 9%
- University of Rochester: 8%
- Contributions & Donations: 1%
- Other Private Grants/Contracts: 3%
- Monroe County: 26%
- Federal Grants: 53%

2011 (CALENDAR YEAR) INCOME

- Monroe County: $1,513,412
- Federal Grants: $3,161,482
- United Way: $535,350
- University of Rochester: $466,187
- Contributions & Donations: $55,764
- Other Private Grants/Contracts: $154,294
- TOTAL INCOME: $5,886,489

EXPENSES

- Personnel: $3,829,127
- Travel & Conference: $81,130
- Clinical/Lab Supplies & Equipment: $52,745
- Occupancy: $529,859
- Telecomm: $26,640
- Maintenance & Operations: $92,731
- Client Transportation/Vehicles: $63,365
- Fuel & Maintenance: $7,144
- Subject Payments & Recruitment: $72,465
- Subcontracts & Consultants: $211,825
- Indirect Costs: $899,631
- TOTALS: $5,866,662
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