

Advancement

A NEWSLETTER FOR CLIENTS AND FRIENDS

The Wayland Group, Inc.

Counsel to Non-Profit Organizations:
Resource Development, Marketing, and Strategic Planning

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THE YEAR 2000 IN REVIEW—AND MILLENNIAL MUSINGS

It hardly seems possible that the end of the first quarter of the first “real” year of the new millennium is already approaching. The year 2000 was a year of growth and change both for The Wayland Group and on the larger national stage. At The Wayland Group we said farewell to some extraordinary colleagues and welcomed strong new members of our team (see below); the national scene saw the “new economy” slowing (if not bubble bursting), an extraordinary presidential election season and transition; and a number of trends on the philanthropic agenda influenced the independent sector to a significant degree. These trends, several of which are detailed below, are very much on our minds, and on the minds of our clients and friends in the non-profit world, as well.

GROWING IMPACT OF VENTURE PHILANTHROPY

Over the last several years both the phrase, and the fact of, a new phenomenon known as “Venture Philanthropy” has described a growing trend in the independent sector: the arrival on the non-profit scene of a group of donors, generally from financial services, high technology, or venture capital, who are investing in non-profits in a strategic, outcomes-oriented manner. Typically these new philanthropists are operating in a manner similar to the venture capital model in corporate life, incorporating a detailed due diligence and management and program audit; a tightly designated [philanthropic] investment; direct involvement in oversight of a project specifically and the enterprise generally via Board membership and frequent communication with management; and a strong focus on performance measurement and outcomes. This is a welcome trend from several perspectives. First, it has brought into the independent sector a breath of fresh air and many new, younger donors and leaders. Second, it amplifies a positive trend that has been growing in the independent sector since the 1970s—a trend toward greater accountability, performance measurement, and the application of good business practice. At the same time, institutions have an equally important job to do with this cohort of donors. While these donors are extraordinarily helpful in educating non-profits about sound business practices, non-profits, in turn, must educate these donors on the purposes and complexities of non-profit institutions, on benchmarks and “metrics” which are not always defined by budget measures, and on the group dynamic which is at the heart of supporting non-profit organizations. In addition, non-profits must be imaginative and entrepreneurial in designing attachment and briefing strategies for this new generation of leaders. Many such donors, for example, are reluctant to sacrifice family time for volunteer time; accordingly, many successful organizations are designing activities to include children and families as a way of capturing interest, time, and attention.

IMPORTANCE OF PLANNING VS. “MERE” CAMPAIGNING

As outlined in a number of prior Wayland Group newsletters, today’s donors are relatively immune to the effects of classic forms of cultivation and will often only support institutions where they have a material stake in the

life and future of the organization and where they have an intensive exposure to, and understanding of, real program content. As our support to institutions has evolved in recent years, particularly in the area of planning for major capital campaigns, we have encouraged more and more of our clients to use donor involvement in long-range planning as the most effective precursor to successful capital campaigning. Rather than being forced to “invent” an institutional strategy which will buttress the need for a capital campaign, many progressive institutions are designing broad-based, integrated long-range planning processes that involve trustees, key staff, and donors in defining a five- to seven-year plan which, in turn, forms the basis and rationale for a capital campaign. Many institutions have found that they are able to transition seamlessly from the completion of a long-range plan to the quiet phase of a capital campaign on the basis of the long-range plan itself. Naturally, as a campaign goes “public,” all of the typical attributes of campaigning need to be in place to generate excitement and broaden the base of participants; but at the outset, it seems preferable and far more effective to relate capital campaign objectives directly to real institutional planning.

UNCERTAINTY IN THE “MACRO-ECONOMY”

As 2000 turned to 2001, a number of trends and phenomena in the greater economy created concern and uncertainty in the independent sector. Obviously, the general slowing of the economy toward the end of 2000 eliminated the kind of extraordinary “windfall” gifts that institutions experienced toward the end of 1999. In addition, the tax cut proposed by the new Bush administration, including the potential elimination of the estate tax, has added to the uncertainty. Certainly no one knows exactly what these trends may mean in the coming months and years, but a number of observations are worth making. First, in general, reductions in the marginal tax rate have not diminished, but rather have seemed unrelated to, increases in charitable giving over the past 20 years. Accordingly, a reduction in the tax rate alone is unlikely to have a serious impact on philanthropy. Second, as was borne out in the true recession in the late eighties and early nineties, it is critically important for institutions to stay close to prospects and increase, rather than decrease, the rate and intensity of strategic cultivation during a period of economic downturn. This will tend to increase an individual institution’s competitive advantage and reinforce among the donor community the fact that institutions are interested in participation as well as resources. As a caution, however, it is important to stress that, at a time of economic uncertainty, unless the gifts or pledges required to implement a strategy are in hand, an institution must do careful risk analysis and neither commit to spending at a rate which cannot be justified nor plan on new levels of income from endowment which cannot be accurately predicted. In other words, stay close to prospects and friends; intensify rather than slow down the rate of cultivation; key the timing of major gift “transactions” to the actual circumstances of your individual donor prospects; and undertake a careful risk analysis prior to making financial commitments which depend upon new philanthropy.

DEMAND FOR, AND SCARCITY OF, COMMITTED, COMPETENT PROFESSIONAL STAFF

One of the major trend lines influencing non-profit management in general and fund-raising in particular is the scarcity of competent, committed staff, particularly in the fund-raising arena. Over the past several years, the need for professional staff has outstripped the supply to a greater degree than ever before and, as a result, salary requirements have risen dramatically. Many of our clients have responded by adjusting salaries to attempt to meet the new “market,” and some of our clients have also taken more creative approaches to the problem. One of our university clients has adjusted all salaries upward to attempt to compete more effectively in the marketplace and, in addition, has designated certain key positions as “highly competitive,” indicating that although every position must be associated with a competitive salary, certain key leadership positions must be competitive and recruited nationally and therefore may need yet an additional adjustment. The hope is that having a very high level of professionalism in key positions will provide a strong incentive for others to join the staff and grow with these key leaders. At the same time that institutions attempt to compete on an economic basis, this trend toward higher salaries and increased competition for development staff also provides the occasion for a return to an earlier era when recruitment of non-profit professionals focused on commitment to mission and ideals of service. In this regard, institutions that are able to clearly outline their case and showcase the service dimensions of their institutions are more likely to recruit key staff at reasonable salary levels. Although development professionals have fought hard for years for appropriate and competitive salaries, a strong commitment to mission offers benefits beyond mere compensation. We are also seeing an increasing number of professionals entering the non-profit field following successful careers in the corporate world; some of these candidates have already accumulated sufficient personal resources as to not require the top level competitive salaries which are beyond the reach of many institutions. Finally, whether hiring below the top of the market or bringing

people into the field with a minimum level of prior experience, non-profit institutions need to be prepared to provide more intensive and continuing in-service training for all staff.

A YEAR OF INTENSITY AND TRANSITIONS

The year 2000 was an extraordinarily eventful year for The Wayland Group. At the beginning of 2000 we said farewell to **Sue Kinney** who after seven years as a mainstay of our consulting staff had a new baby and decided to focus on issues of home and hearth, at least temporarily. During her years with The Wayland Group, Sue was a very skillful and fluent writer, an intensive and participatory steward of relationships with many clients, and an effective project manager. In the summer of 2000, we likewise said farewell to **Melissa von Stade**, who four years ago merged her consulting practice with ours and, as a vice president of The Wayland Group, provided a great deal of spark, initiative, and skill to her many client relationships. Melissa holds a special place in the esteem and affection of her many professional friends, and we are very grateful to her for her many contributions to the firm and to our clients.

The year 2000 was also, however, a year of arrivals. In January, we welcomed **Jennifer Carr Rice** to our staff as a management consultant. Jennifer had been, for ten years, a mainstay of the development program of the John F. Kennedy Library and Museum. In a single year, Jennifer has become an absolutely indispensable part of The Wayland Group team, working with Winsor School, the National Arts & Learning Foundation, and Dimock Community Health Center, to name just a few. (Early in 2001, Jennifer embarked on maternity leave; her return is eagerly awaited by all!) In September, The Wayland Group welcomed long-time professional friend **Charlie Marz** as a vice president of the firm. A graduate of Stanford and Brandeis, Charlie has been, for the last fifteen years, Director of Development and Long-Range Planning at the American Repertory Theatre, working very closely with founding Artistic Director Robert Brustein and Managing Director Robert Orchard, developing an extraordinary reputation, not only with the arts community in Boston, but also with the theatre community nationally. Charlie “hit the ground running” as a principal consultant with Hebrew College, the Huntington Theatre Company, and the National Arts & Learning Foundation. In October, we welcomed **Margot Biggin**, also as a vice president of the firm, following fifteen years of success with United Way, Big Brother Association, and most recently as Director of Development at the Graduate School of Education at Harvard. Margot quickly became involved with Oxfam America, the New England Conservatory, and Dimock Community Health Center. (For details on all of the above assignments, see below.)

In addition to our work with clients in planning, marketing, fund-raising, and management, which has been and always is the heart of the firm, a highlight of the year 2000 was an extraordinarily successful two-day **Advancement Institute** on “**The Maximum Gifts Approach**” held on April 27th and 28th at the University Park Hotel at MIT. Nearly 100 CEOs, senior development staff, and trustees attended this highly successful two-day session. We were especially proud and grateful to welcome volunteer leaders Ron Ansin and Chris Gabrieli and senior professional colleagues Sara Andrews and Chris Reaske as our special guest speakers. (Once again, the award for greatest distance traveled goes to our colleagues from the Jackson Hole Land Trust!) This is a special event which provides energy, focus, and renewal to the firm and, we think, outstanding service to clients on a biennial basis; we look forward to our next such event in the spring of 2002—look for save the date cards in the fall!

During the year 2000 we were delighted to continue to serve as campaign consultants to the **Jackson Hole Land Trust**. At the Land Trust’s Annual Meeting in the summer of 2000, the campaign goal of \$20,000,000 was announced to an assemblage of nearly 600 supporters and friends. Campaign Co-chairs Mike Wardell and Alan Tessler, Executive Director Leslie Mattson-Emerson, Board Chair Tania Evans, Development Chair Jim Flood, and Director of Development Julie Jones have worked with extraordinary effectiveness to achieve more than \$11,000,000 to date. This landmark effort in environmental protection has now raised its target to \$25,000,000. Wayland Group President Jim Kitendaugh has continued to travel to Jackson Hole through this period to work with the Campaign Committee and Board of Directors, not only on the campaign but also on issues of Board relations and management.

At **Thunderbird, the American Graduate School of International Management**, the year 2000 was a year of celebration and planning: celebration of the successful conclusion of the *Thunderbird Rising* Campaign at \$54,000,000 against a \$50,000,000 goal; and planning for a major new effort with a working target of \$200,000,000. President Roy Herberger, Vice President for External Affairs Jenny St. John, Associate Vice President for Development Richard Tollefson, and Trustees Barbara Barrett, Ken Seward, David Roberts, Sam Garvin and Chairman Cyrus Freidheim formed a “Campaign Assessment Task Force” to develop a structured approach that will

lead to the successful launch of this much larger, broader campaign. The Wayland Group's partnership with Thunderbird has been a strong and very gratifying one.

During the past year The Wayland Group has entered into a very interesting and productive relationship with the **Worcester Historical Museum**, a vigorous but under-recognized cultural linchpin of Worcester County, Massachusetts. As a repository of genealogy, cultural and ethnic history, and science and technology, the Worcester Historical Museum occupies a beautiful facility in the heart of downtown Worcester, but is undercapitalized relative to the scale of its ambitions. Wayland Group staff have worked with Executive Director Bill Wallace, Board President Joan Vorster, Development Chair Laurie Davis and others to assess the effectiveness of the current development program and to create a transitional strategy to prepare the Museum for a Planning and Feasibility Study which will, in turn, lead to a major capital campaign. This is a fine institution that deserves significant success.

Over the past year we have continued our consulting partnership with **Miss Hall's School** in western Massachusetts, working with Head of School Jeannie Norris, Director of Development Janis Martinson, Director of Annual Giving and Alumnae Relations Dallas Briney, and campaign volunteers as the School approaches its increased target at \$15,000,000 early and contemplates perhaps an even greater and more dramatic increase in the goal. This has been an extraordinarily successful effort for a deserving school and shows the value of courage, intensity and persistence in the face of strong odds. As of this writing the renovated Cross Athletic Center has been completed and occupied through the present academic year, and new facilities for Library and Performing Arts are underway.

During the year 2000 we enjoyed working with long-time Wayland Group colleague Fred Regan in his new role as senior development officer for the **Yale University School of Forestry and Environmental Studies**. Under the leadership of Dean Gus Speth, this distinguished school promises to become a leading international environmental center. A five-year plan outlining program initiatives and the need for new facilities and endowment has formed the basis for the launch of a 75-member Leadership Council whose first meeting took place early in 2001. Although no specific campaign target has been finalized to support the strategic plan, early campaign planning indicates the need for a campaign in the range of \$100,000,000.

During the year 2000 The Wayland Group completed an 18-month assignment for the **New England Aquarium**, during which The Wayland Group prepared a detailed implementation plan for a \$75,000,000 campaign to build the Aquarium's long planned, visionary East Wing on Boston Harbor. The culmination of our assignment was a daylong retreat for the Aquarium's trustees, during which participants rotated through three simultaneous workshops in building development, financial planning, and fund-raising, with a final plenary session affirming both the desirability and the efficacy of the proposed plan. This was one of The Wayland Group's most intensive and ambitious assignments to date, and we particularly enjoyed working with President and CEO Jerry Schubel, Campaign Co-chairs George Lovejoy and Barbara Hostetter, Board Chair Rudy Pierce, and Trustees leaders Susan Spooner and Susan Solomont.

We were delighted as the end of the year 2000 approached to be selected by the **New England Conservatory** as consulting partner for a major new comprehensive campaign. Under the leadership of long-time Board Chair David Scudder and newly-appointed President Daniel Steiner, the Conservatory is poised to move to a new level of support and recognition, both as a "first tier" national and international professional conservatory for young musicians, and as a cultural linchpin on the Boston landscape. Working with Vice President for Institutional Advancement Juli Larsen and other members of the advancement team, the Wayland Group is conducting a broad Planning and Feasibility Study and creating a detailed Campaign Implementation Plan for an effort which will encompass new facilities, dramatic increases to endowment, and sustained annual giving.

We are pleased to continue our work with **Lawrence Academy**, which is in the second year of the Leadership Phase of its *Breaking New Ground* capital campaign. Under the leadership of Head of School Steve Hahn, Chairman of the Board Ron Ansin and Chairs of the Campaign Steering Committee Bill Achtmeyer and Bruce MacNeil, the Academy has raised over \$8 million towards a working goal for the campaign of \$25 million. This ambitious fundraising effort will dramatically increase the School's endowment, will provide much needed facility renovations, and will secure significant program and unrestricted operating support. Working closely with Director of Development Rob Moore, members of The Wayland Group have provided advisory support on a continuing basis to

the campaign. We join the Academy in welcoming Rich Napolitano, the new Campaign Director, who comes to Lawrence Academy from the University of Lowell.

For the past year, we have been working with **The Whitehead Institute of Biomedical Research** to help implement a two-year Development Plan. Wayland Group staff created the Plan to assist the Institute in continuing to strengthen its development function following the successful completion of a major capital campaign. It has been a pleasure to work with Eve Nichols, Director of Institutional Advancement, and Susan Whitehead, Chairman of the Board. The Institute successfully met overall fundraising goals for the last fiscal year and is working hard to launch a comprehensive planned giving program and plan the fundraising activities that will support the Institute's upcoming 20th anniversary.

Wayside Youth and Family Support Network provides much needed prevention and outreach programs, residential care, and family counseling and substance abuse services to at-risk children and their families throughout Eastern and Central Massachusetts. In September, Wayside selected The Wayland Group to conduct an assessment of their development program. Wayside President Eric Masi, and Chairman of the Board Don Keller, had recently led the Board through a comprehensive strategic planning process that had identified the need to strengthen fundraising capacity as one of its priority goals. Wayside hopes to strengthen its development infrastructure in preparation for conducting a capital campaign to create a new, core campus, another goal of the strategic plan. We are pleased to partner with an agency whose work is so very important to at-risk youth and families.

While many of The Wayland Group's assignments are in the fundraising area, we continue to have the opportunity to be involved in long range planning projects such as that conducted by the **Boys and Girls Clubs of Boston**. Over the course of the last year, Linda Whitlock, President, Myra Kraft, Chairman of the Board, and Susannah Swihart, Chairman of the Strategic Planning Committee, have led an effort to create a comprehensive long-range plan that will chart the course of the agency over the next five years. Wayland Group staff have served as facilitators for this group process which has incorporated the involvement of many friends and constituents of BGCB in a variety of subcommittees and task forces, all leading to a set of 5-year goals and a corresponding 5-year business plan.

In October, the **New Hampshire Humanities Council** celebrated the successful conclusion of its capital campaign, having raised \$1.9 million against its goal of \$1.7 million. Under the leadership of Executive Director Charles Bickford and campaign co-chairs the Rev. Charles (Kelly) Clark and documentary filmmaker Ken Burns, the Council raised endowment and seed money for an Education Initiative and an Innovation Fund to support new and expanded programs. The Council received a prestigious National Endowment for the Humanities challenge grant in support of its Education Initiative. It celebrated the success of the campaign at its Annual Meeting, attended by over 500 people. The Annual Meeting also provided a preview of Burns' new documentary on the history of jazz, which was shown on PBS in January, and featured performances from jazz greats Clark Terry, a famed Ellington trumpeter, and Frank Wess, a jazz flute innovator.

At the mid-point of its \$16 million capital campaign, **Hebron Academy** undertook a long-range planning process to map out its course for the next five years. Trustees Stephen Gates and Eric Morse and former head Dick Davidson led the yearlong effort, which involved over 100 people in the planning process. Trustees Molly Turlish, Peter Fallon, and Charles Glovsky chaired major sections of the planning process. Highlights of the plan include the development of a comprehensive business plan, plans for significant improvements in the physical plant of the Academy, and a strategic focus on Board development, marketing, and admissions during the plan period. In parallel with this intensive planning process, Assistant Head for Advancement Paul Domingue continued to move the capital campaign forward, reaching its cumulative goal of \$12 million for FY00.

Nashoba Brooks is an outstanding junior day school in Concord with a unique configuration. It is coeducational from kindergarten through third grade and all-girls from grades four through eight. Nashoba believes that its unusual format provides an ideal developmental and academic environment for both boys and girls. Growing out of priorities identified in a long-range planning process, Nashoba is in the Leadership Phase of a \$9 million capital campaign. Nashoba's campaign is off to a very successful start, having secured the School's first \$1 million gifts and having raised \$6.7 million from leadership donors. Nashoba's success is due in large part to an exceptionally strong

leadership team, including Head Kay Cowan, Director of Development Karl Kussin, Campaign Co-Chairs Steve and Judy Kaye and Ed Kane and Marty Wallace, and Board Chair Carl Kester.

Walker Home and School in Needham is an organization with a vitally important mission: serving the most troubled children, youth, their families, and those who serve them. Walker provides intensive services to children and families in crisis, serves as a center for professional training and research, and provides national leadership and advocacy on behalf of children and families. To further its mission, Walker has launched a \$9 million capital campaign. The goals of the campaign are to build endowment for key parts of the program, to increase operating support, and to build two new residential buildings, a Training/Community Resource Center, and a Counseling Center. Walker has raised \$5.1 million and is about to begin construction of the residences this spring. Executive Director Rick Small and the campaign volunteers have been energized by the arrival last summer of Kris Hormann, a strong, experienced development professional, as Director of Development. Kris came to Walker from Planned Parenthood of Massachusetts where she was Vice President for Development. Recently, Walker thanked Bob and Harriett Hallagan for their leadership during the first phase of the campaign and welcomed Susan Mayer and Linzee Coolidge as chairs of the upcoming public phase.

Last year, the **YMCA of Greater Boston** successfully finished its capital campaign *Keeping Families Strong*. The campaign was an \$11 million effort to expand and/or build YMCA facilities in key Boston neighborhoods. The campaign enabled the YMCAGB to create a new Y in Chinatown, to develop plans for a new Y in Allston/Brighton that will have innovative facilities and programs for special needs members, as well as to renovate and expand a number of its other inner city Y's. Last summer, the YMCA conducted a planning and feasibility study on renovating its North Suburban Y. Branch Executive Sandy Morander and Board of Managers Chair Robert Hickey have embarked on an intensive cultivation and education effort in preparation for a major capital campaign at the Y next year.

Oxfam America has selected The Wayland Group to assist in planning for a major fund-raising effort. Oxfam has a huge and vital mission: partnering with poor communities throughout the world to create lasting solutions to global hunger, poverty, and injustice. Under the leadership of Director of Resource Development Stephanie Kurzina and Director of Major Gifts Dennis Boyer, contributed income to Oxfam has increased dramatically over the last three years. This success in fund-raising combined with a recent strategic planning effort have positioned Oxfam to make plans for even more ambitious fund-raising. In early 2001, Jim Kitendaugh and Ann Peterson made a half-day presentation to Oxfam's national Board and outlined the firm's findings and recommendations to position Oxfam for dramatic increases in operating support. The Wayland Group has enjoyed working with a Board Advisory Group including Board Chair Barbara Fiorito, Development Chair Paula Hayes, President Ray Offenheiser and other institutional leaders.

In the fall, The Wayland Group was selected by **Hebrew College** to assist in the creation of a long-range plan for the institution as it moves from its Brookline home to its new campus on the grounds of the Andover Newton Theological Seminary in Newton. Working with President David Gordis and a Strategic Planning Committee of the Board of Directors chaired by Alan Steinert, The Wayland Group is facilitating conversations among the College's leadership and many constituencies to help chart a course for the institution in its new home over the next five years.

Last October, Boston Mayor Thomas Menino announced that the **Boston Center for the Arts (BCA)** and the **Huntington Theatre Company** had signed an agreement to create a 40,000 square foot arts facility in Boston. This announcement was the culmination of three years of hard work. The BCA, under the leadership of Susan Hartnett, worked with the city, the Huntington, and the Druker Company on a plan for the development of the Parcel 8 site into an arts complex for the city. Two new theatres will be built adjacent to the BCA in the South End with additional spaces for artists and youth programming. The Huntington will be the anchor tenant of the larger theater. The Druker Company will build the "shell and core" of the facility, but the Huntington must raise the balance of funds necessary to complete the interior of the new space. The Wayland Group, having worked on the planning with both organizations, is delighted to be working with the Huntington's new Artistic Director Nicholas Martin, Managing Director Michael Maso, and Development Director Ellen Kulik on a plan for a major capital campaign that will also generate endowment funds to support the company's operations.

In October, **Dimock Community Health Center**, a long-time client of The Wayland Group, convened an extraordinary meeting of community leaders to discuss plans for their \$21 million campaign. The meeting was hosted by the Fidelity Non-Profit Management Foundation, and participants included several of Boston's most prominent institutional and individual philanthropists. Dimock's campaign will be one of the largest fund-raising initiatives for a human service organization ever conducted in the Boston area. Dimock is off to a terrific start, with \$4,000,000 in commitments from major funders. We look forward to working with long-time colleague Jackie Jenkins-Scott, Vice President Jan Miner, Board Chair Wendell Knox, and newly-appointed Chair of Institutional Advancement Dave Dayton on this exciting venture.

The **National Arts & Learning Foundation (NALF)** is a new Foundation established to "support entrepreneurial school and community based initiatives in creative learner centered, arts based, educational pathways aimed at developing the multiple intelligences in each student." Executive Director Meredith Eppel and the Board of Trustees of NALF have completed a long-range plan and have worked with The Wayland Group to create a companion fund-raising strategy that will help them realize their vision for arts-based school reform. Stephanie Perrin, Head of Walnut Hill School, has helped to establish the Foundation with education reform advocate Eric Oddleifson and other leaders from Walnut Hill and the arts and education communities.

The **Lasell College 150 Campaign** has been nothing less than spectacular. Due to the success of the Leadership Phase of the campaign, the College has increased the goal to \$15 million and has expanded the scope of the campaign. Alumnae Joan Weber and Peggy Kraft, serving as Campaign Co-Chairs, are leading a cadre of dedicated volunteers toward reaching this goal. The continued vision of President Tom de Witt, the steady hand and excellent staff work by Vice President for Institutional Advancement Ruth Shuman, Director of Campaign and Gift Planning Kathy Urner, and Major Gift Officer Cathy Black have helped campaign leadership develop the skills and confidence to talk to their peers and make the case for supporting this worthy institution.

Having completed a planning and feasibility study and a year of careful planning, **Lincoln School** in Providence is now in the Leadership Phase of its campaign for facilities and endowment. Lincoln is fortunate to have a dynamic, thoughtful Head of School, Joan Countryman, and a strong Board of Trustees, under the leadership of Bill Allen. A group of committed volunteers have formed a Campaign Steering Committee, chaired by Suzanne Murray, to lead this phase of the campaign. Director of Development Kris Davitt and Annual Fund Director Bernadette Sadwin are providing excellent staffing for this important effort to strengthen the future of Lincoln.

All of us at The Wayland Group continue to be challenged and gratified by our many client partnerships specifically, and more generally by the breadth of vision and intensity of commitment of those working on behalf of the independent sector. We look forward to the first years of the new millennium with a sense of anticipation and a continuing sense of wonder at the profusion of interests and activities that form the underpinning of our civil society and American democracy.

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