

Advancement

A NEWSLETTER FOR CLIENTS AND FRIENDS

The Wayland Group

Counsel to Non-Profit Organizations:
Fund-Raising, Planning, and Leadership Development

Summer 2005

“MAXIMIZING THE MISSION”

Over the past decade the work of The Wayland Group has increasingly involved a broad range of assignments in the advancement arena, not limited to fund-raising but extending to many aspects of institutional and long-range planning and, increasingly, to assisting our clients in areas of Board and leadership development, including a particular specialty of the firm in creating and stewarding adjunct boards. Indeed, in many of these newsletters we have made reference to the interconnectedness among planning, leadership development, and the effectiveness of the fund-raising infrastructure and staff as the “key synergy” which drives results.

In our planning work we must admit to some bias in the direction of, essentially, positing the institutional mission and moving directly to analysis of strategic position, goal-setting, and implementation and business planning. Through a number of recent assignments, however, we have been reminded of the importance of revisiting both the formulation and the intent of institutional mission and vision, not from a word-smithing or semantic perspective, but to be certain that the baseline mission and vision of an institution are a true starting place for institutional strategy and remain the touchstone of every institutional “move,” or are appropriately revised or amplified in light of changing context, program mix, or intent.

Two recent examples underline this important imperative in institutional planning. One of our recent planning clients discovered, during the “literature review” which formed the backdrop of the planning process, that over the years they had rendered their mission statement in print with various modest—but not inconsequential—variations. This discovery led the senior staff and Board to acknowledge some continuing ambiguities and differences in their current and potential program mix which, if left unresolved, could lead to confusion in the goal-setting process and, ultimately, in making strategic management choices on a continuing basis. The work of the planning process enabled them to surface and discuss these differences, to adopt a synthesized mission statement from among the previous renderings, and to define goals, objectives, and implementation steps based on the new and “improved” articulation of their mission.

Another of our recent clients, the extraordinary New Jersey Performing Arts Center in Newark, has been engaged in a planning process—to coincide with its 10th Anniversary season next year—to provide the “roadmap” for the institution’s next decade. In their case, as a relatively young institution, they did not want to revisit their mission or to develop an updated

strategy, but rather intentionally chose to describe their planning process as “maximizing the mission.” This meant looking at each component of their five-part mission statement and defining goals and action steps which would very specifically and concretely help to optimize or “maximize” the extent to which they were actually “delivering” on their mission. This emphasis had a dual impact: it reinforced and reaffirmed their founding mission so that every planning task would flow from that mission; and it also served to hold the institution and its leadership accountable for delivering on the mission. This was, in our view, a thoughtful and yet highly practical and “actionable” approach which linked mission to future plans.

At The Wayland Group we are used to gauging the suitability of a strategy or an action step based on the mission, resources, and intentions of our client partners. A number of years ago, however, we recognized that we should hold ourselves to the same standard we require of our clients and adopted a mission statement and a set of core values which are posted on our website and which are included in every presentation to a prospective client. In our case, we try on a daily and weekly basis to deliver on our two-part mission:

- To serve not-for-profit organizations in advancing themselves toward worthy, agreed-upon, mission-driven goals; and
- To build a sustainable, cohesive firm which both is in fact and is widely known to be of highest quality.

At least as importantly, we try to behave in a way that exemplifies the core values of the firm—honesty, integrity, collegiality, service, and success. We hope that those who work with us and those who know us through association can affirm those values and the fact that we try to embody them; and we feel certain that we will be held accountable by all of you if we stray more than a little from these pathways!

Advancement Institute: “The Maximum Gifts© Approach” May 4 and 5, 2006

As many of you know, The Wayland Group’s Advancement Institute has been a fixture for us and for our clients and friends over the past 15 years, from its earliest pilot version in our offices through the most recent edition in the spring of 2004. We are happy to announce that the Institute will be held once again on May 4 and 5, 2006 and will again feature an exciting roster of guest speakers and panelists, as well as our Wayland Group team. The 2006 edition of The Wayland Group’s Advancement Institute: “The Maximum Gifts Approach” will be held at the Waltham Woods Conference Center, the wonderful new conference facility on the site of the new headquarters of the Massachusetts Medical Society just off Route 128 in Waltham, Massachusetts. Formal invitations will be sent out early in 2006, but in light of increasing demand and limited space, we thought we would preview the date as early as possible. Please feel free to be in touch if you would like to give an early indication of interest or to informally reserve space for you and members of your team. Those who attend the Institute are typically CEOs; senior development officers; and trustees and other volunteer leaders involved in the major and planned gifts process, institutional planning, or board development. This is a great, collegial two-day experience and we’re happy to say that some longtime friends and past attendees have attended the Institute for a second or even a third time just for reflection, reconnecting with colleagues, and “refueling”! We hope to see many of you there!

CLIENTS IN REVIEW

Over the past year, The Wayland Group has continued its work with a wide range of important and committed institutions. As is our practice, we offer the year in review.

Bay Cove Human Services serves people who face the life-long challenges of mental illness, drug and alcohol dependence, and developmental disabilities. Its 80 programs provide a huge range of services, from early intervention services for preschoolers to day, residential, and vocational programs. Two years ago, Bay Cove was selected to participate in the Kresge Foundation's Special Opportunities Initiative, an initiative to help high impact organizations build their capacity for fund-raising. Since becoming part of the initiative, Bay Cove has successfully completed its capital campaign for the Child Development Center, expanded its ongoing fund-raising program, and launched a Board of Advocates through a highly successful first meeting with Paul Grogan, President of The Boston Foundation, as its keynote speaker. In May, CEO Stan Connors, Director of Development Marion Nierintz, Director of Individual Giving Nicole Brown, Bay Cove Trustee Tom Haslett, and Wayland Group Vice President Ann Peterson attended a three-day conference for Special Opportunity Organizations hosted by Kresge in Detroit.

Boston Ballet, under the direction of Artistic Director Mikko Nissinen and Executive Director Valerie Wilder, is one of the major ballet companies in North America and among the top companies in the world. The Wayland Group was honored to have been selected by the Company to work with Mikko, Valerie, Chief Financial Officer Rick Johnson, senior development staff, Board Chair John Humphrey, Vice Chair Dick Davis, and other members of a core Leadership Task Force, including Ted Cutler, Steve Jonas, and Belinda and Henri Termeer, on articulating strategic advancement goals and plans, and new development strategies and tactics in support of the Company's securing its ambitious artistic and financial future.

We are delighted to continue our work with President Lou Casagrande, Board Chair Tom Moloney, and Vice President Debbie Sinay at **Boston Children's Museum**. The *Campaign for Children's Wharf*, which will provide an expanded entry and amenities, the Children's Wharf Atrium, a new Adventure Center, increased endowment, and a number of new exhibitions and galleries, has already raised over \$22 million through the tremendous generosity of the Museum's individual and institutional leadership donors. The Museum and its leadership continue to reach as far as they can to implement the Museum's Master Facility Plan, and The Wayland Group has welcomed the opportunity to continue with them as campaign counsel.

We were pleased this past spring to enter into a consulting partnership with the **Boston Public Library Foundation**, working closely with Chair Sandy Moose, Executive Director P.A. d'Arbeloff, and a core group of Board members on assessing and strengthening their fund-raising program. The BPL is a true jewel for the City of Boston and its citizens, and is eager to move from a founding focus on the restoration of the historic McKim Building, to building a sustainable base of support for a variety of programs and projects. The Wayland Group has facilitated the development of a Strategic Advancement Plan that will outline a more staff-driven, collaborative approach to building an even stronger philanthropic base of support.

We were pleased to conduct an assessment of various aspects of **Boston University's** development and alumni relations program, working with Vice President for Development and

Alumni Relations Chris Reaske. The Wayland Group made a series of strategic recommendations in three areas: the University-wide organization of the development function; alumni relations; and data and gift processing. We had the opportunity to work with many talented and dedicated development and alumni relations staff at B.U., as well as selected trustee leadership, including Dick DeWolfe, Chair of the Trustee Committee on Development and Alumni Relations, and Alan Leventhal, Chair of the Board of Trustees. The Wayland Group welcomes Boston University's new President, Robert Brown, and wishes him well as he takes the helm of this outstanding educational and research institution.

We have recently completed a Planning and Feasibility Study for **Charles River School** and are pleased to be working with them as they plan for a new campaign. The School will be working towards the next step in fulfilling their campus master plan, raising funds for a New Activity Center and dining facility, and some significant renovations to their historic Centre Street building. Cathy Gately, Head of School, and Linda Fenton, Director of Development, will partner with Board Chair Tim Surgenor and a deeply committed Board of Trustees and volunteer leaders to plan for and execute the campaign. We have been impressed with this wonderful school and its dedicated community of faculty, parents, past parents, and alumni.

Community Servings is Greater Boston's free, home-delivered meals program for people homebound with a critical illness, who are unable to shop or cook for themselves or their families. Founded in 1990, Community Servings has delivered 2.7 million meals to the critically ill and their dependents. Having outgrown its current facility, Community Servings has purchased a building in Jamaica Plain that, once transformed, will allow the agency to significantly expand its meals program now serving 14 communities in Greater Boston. The Wayland Group is proud of the planning work it has done with Community Servings on strengthening its development program and preparing for a capital campaign. We look forward to renewing our work with the agency, working with Executive Director David Waters, Director of Development Tim Leahy, and the agency's deeply committed Board of Directors, led by current Chair Ron Gibson and board leaders Joan Parker and Tony Corey, on this important fund-raising effort.

In May 2004, The Wayland Group completed for the **Concord Museum** a strategic and tactical Campaign Plan for an \$8.5 million campaign for endowment and annual giving to help sustain the Museum's operations and exhibitions and collections program. We also have provided ongoing advice and counsel to its campaign fund-raising effort. The Museum focuses on the history of Concord and its relationship to the cultural history of our nation. It is a superb resource to the community but is undercapitalized and in need of increased endowment income and annual support. Board President Marty Wallace; Campaign Co-Chairs Pieter Schiller and Margaret Ziering; and Museum Director Désirée Caldwell are key TWG partners in this effort.

The **Currier Museum of Art** is an outstanding museum in Manchester, New Hampshire, characterized by an exceptionally high quality collection in an intimate setting. The Museum is planning a transformational expansion to accommodate significant new gallery space in which to showcase its collections and special exhibitions, enhanced community and education space, and improved visitor amenities. The Museum is currently in the leadership phase of a campaign to support this \$20 million project. The Museum has also recently completed a Strategic Plan that will serve as a blueprint for the "new" Museum. The Wayland Group has worked with the Currier on a Planning and Feasibility Study, a Campaign Implementation Plan, and the updated

Strategic Plan. We are now providing ongoing counsel to the Campaign. We are pleased to be working with the Campaign's Honorary Co-Chairs John Swope and Kimon Zachos, Campaign Co-Chair Dave Jensen, Board Chair Pat Duffy, and Trustee and Strategic Plan Chair Chris Dwyer. The Museum is led by an outstanding Director, Susan Strickler, and Anne Beedy has recently joined the Currier as Director of Development.

This has been an incredibly eventful year for the **Dedham Country Day School**. DCD has hosted a series of special events during the 2004-2005 school year to celebrate its centennial, which culminated in a Gala Celebration on May 21st. In March, DCD opened its new Upper School building, a major objective of the *Securing Our Second Century: A Campaign for DCD*. Nicholas S. Thacher, former Head of the New Canaan Country School, is serving as Interim Head, succeeding former Head Sonia Valentine. Under the leadership of Campaign Chairs Ed Anderson and Susie Hunter and Parents Committee Chairs Chris Perry and Molly Cramer, DCD has raised more than \$6 million towards its campaign goal of \$8 million. In addition to building the new Upper School building, the Campaign will fund endowment for faculty support and financial aid.

Our heartiest congratulations go out to the "little school that could," **Fayerweather Street School**. Under the steady hand and visionary leadership of Head of School Susan Kluver, Director of Development Arlene Treacey-Montgomery and Director of the Capital Campaign Carol Goss, Fayerweather exceeded its \$1.5 million goal to create a path to the park, build a new science lab, and to expand their gym and library. What a wonderful accomplishment and what a fitting way to end the tenure of Susan's headship and the transformational effect her leadership has had on the School!

We continue our very productive partnership with **Fenway Community Health**. Over the summer we worked closely with Director of Development Jerry Fensterman, Capital Campaign Director John Marksbury and other members of the development staff to create a comprehensive Campaign Implementation Plan. We applaud Executive Director Stephen Boswell, MD and Board Chair Stewart Clifford's early success in soliciting major, transformational gifts toward Fenway's \$15 million goal in their campaign to construct a ten-story building as the new home for Fenway Community Health in the heart of the Fenway/Longwood Medical area.

Over the past year, we have completed a Planning and Feasibility Study for the **Higgins Armory Museum**. Under the leadership of Board President Joe Hamilton and the Museum's visionary Executive Director Kent dur Russell, the Board of Trustees voted to conduct a \$5 million campaign to provide greatly needed resources to improve their facilities and visitor experience; create an endowment to enable the Museum to hire a full-time Curator; and provide resources for capacity-building and outreach activities to further the awareness of the Museum's work and its collection on a local, national, and international level.

The Wayland Group is extremely pleased to report the successful completion this spring of **Lawrence Academy's *Breaking New Ground*** Campaign. The Campaign raised \$25 million for the Academy's endowment and physical plant, in particular creating a new Academic Center and dormitory for the 200-year-old independent school renowned for its emphasis on student-centered learning. The Wayland Group's association with Lawrence Academy has been a long and rewarding partnership, from the completion of a Planning and Feasibility Study and

Campaign Implementation Plan, to the provision of ongoing consulting support throughout the Campaign. The leadership provided by Co-Chairs Bill Achtmeyer, Carole Hill, and Bruce MacNeil, the perseverance of campaign staff led by Rob Moore, and the inspiration of lead donor Ron Ansin, have provided Head of School Scott Wiggins with a strong platform on which to build his vision for the Academy's future.

Founded in 1873, **Massachusetts College of Art** is the only public college of art and design in the country. In July 2003, the Massachusetts legislature granted MassArt "special status," challenging the College to demonstrate that it can exist on a lower state appropriation, become more enterprising, and sustain a MassArt education of the highest quality, in part, through increased private support. Having conducted an assessment of the development program and a Strategic Development Plan for the College in 2001, and a Planning and Feasibility Study for a capital campaign in the spring of 2004, The Wayland Group was delighted to begin its work again with President Kay Sloan, Vice President for Institutional Advancement Richard MacMillan, Director of Major Gifts Karin Blum, with assistance from MassArt Foundation President Bill Hicks and Board of Trustees Chairman Simon Young, on an Implementation Plan for a \$10 million Leadership Campaign with goals including: endowment for faculty development and growth; endowment for student financial aid; renovation of the Bakalar and Paine galleries; community partnerships and outreach; and the Annual Fund supporting faculty development, financial aid, and new media and technology.

We were pleased and honored to be invited by one of the nation's leading health care providers—the **Massachusetts General Hospital**—to conduct a strategic assessment of its emerging signature special events program. The Hospital enjoys extraordinary and well deserved success in its major gifts program, but there has been an appetite among some at the Hospital to expand their portfolio of activities to include supportive, "signature" events. We are excited to be working with development staff Jim Thompson, Katelyn Quynn, Michael Allard, David Tubbs, Lynn Dale, and others; as well as MGH President Dr. Peter Slavin, Chairman of the Board Ed Lawrence, Co-Chairs of the Philanthropy Program Dr. Gerald Austen and Ron Skates, and senior leadership of both the Cancer Center and the MassGeneral Hospital for Children.

Milton Academy is one of the country's premier independent college preparatory K-12 schools. More than 200 years old, Milton celebrates academic excellence and collaboration and attracts students from more than 30 states and 16 countries. The Wayland Group is proud to serve as Milton's consulting partner. Under the continuing and dynamic leadership of Head of School Dr. Robin Robertson, the Board of Trustees, led by Board Chair Fritz Hobbs, and a Campaign Steering Committee chaired by former Board Chair Marshall Schwarz, the Academy's leadership is committed to the success of an ambitious and comprehensive campaign for \$150 million in support of critical capital and endowment needs. Having completed an assessment of the School's development program followed by a Planning Study to assess the Academy's capital fund-raising potential, TWG continues to work with the leadership as well as with Assistant Head of School Gordon Sewall and Director of Development Stephanie Truesdell on the implementation of this important fund-raising effort.

During the past year, we were delighted to be invited for a return assignment at **New England Baptist Hospital**, the region's premier provider of orthopedic, musculoskeletal and complementary services, to assist in planning for a major capital fund-raising effort. The

Campaign will provide funding for the Hospital's clinical research initiative and significantly enhance the Hospital's physical plant, in particular creating a new Perioperative Center to support the rapid growth in demand for the Hospital's surgical services. The Wayland Group conducted a Planning and Feasibility Study and created a Campaign Implementation Plan. Working in close partnership with President and CEO Joe Dionisio and Vice President and Chief Development Officer Deb Coleman, members of The Wayland Group team are now actively working to implement campaign strategy.

We are privileged to continue our partnership with the **New England Conservatory** and are pleased with the extraordinary success of its *Gift of Music* Campaign, focused on building endowment, annual giving, and new facilities. The Campaign is well ahead of its initial campaign projection schedule and has raised more than \$65 million against an ambitious \$100 million goal. NEC's success is due, in large measure, to the outstanding leadership of both volunteers and staff. Campaign leadership includes Campaign Chair David Scudder, Leadership Giving Co-Chairs Ginny and Peter Nicholas and Carolyn and Peter Lynch, President Daniel Steiner, Vice Chair Harry Pratt, and Don Jones at the helm of the Institutional Advancement staff team.

After a decade of planning and a \$187 million capital campaign, the **New Jersey Performing Arts Center (NJPAC)** opened to great fanfare and acclaim in 1997. Since that time, more than 3.5 million people have visited NJPAC—to see the world's greatest performers and New Jersey's top talent; to attend one of hundreds of special events; or to participate in the Center's nationally-recognized Arts Education program. NJPAC has not only received critical acclaim for the work it has presented and for the magnificence of the facility itself, but is also receiving credit for spurring an unprecedented revitalization of Newark—New Jersey's largest and most historic city. The Wayland Group is proud to have been selected to partner with the Center and its leadership, under the direction of President & CEO Larry Goldman, Executive Vice President & Chief Operating Officer M. John Richard, Director of Development Diane Nixa, and a group of dedicated Directors including Board Co-chairs Raymond Chambers and Arthur Ryan, on the development of an integrated, comprehensive plan for a campaign for \$180 million, including \$100 million in endowment to secure a stable and sustainable financial future for the Center.

North Shore Medical Center is a member of the Partners HealthCare system and is comprised of a network of health care providers on the north shore of Boston. Under the leadership of President and CEO Bob Norton, NSMC has completed a new Strategic Plan to chart the course for the Center's future. Bob Norton and Interim Director of Development Sara Andrews asked The Wayland Group to create a Strategic Development Plan that identifies effective advancement structures and strategies in anticipation of a major capital fund-raising effort. We are pleased to work on this assignment with NSMC Board Chair Gary Spiess and Foundation Board Chair Joy Fisher.

We were delighted to participate on April 8, 2005 in the **Peabody Essex Museum's (PEM's)** celebration of the completion of its *Third Century Campaign*, a landmark \$194 million, ten-year effort (with an original goal of \$175 million) that has propelled the oldest continually operating museum in the United States into its third century of service and into the top tier of museums in America. Under the leadership of Executive Director and CEO Dan Monroe, Chairman of the Board John Parker, and Chairman of the Museum Development Council Rob

Shapiro, and with the support of more than 1,800 patrons and donors, the Campaign supported a significant expansion of the Museum, funded renovations and restoration of all existing facilities, and provided for increased endowment, acquisition of new works of art, development of new programs, and the enhancement of museum operations. Few museums in history have undergone as dramatic and rapid a transformation as has PEM, and TWG is proud to have been the Museum's consulting partner for the past four years. The end of the *Third Century Campaign* is also, of course, a beginning. During the next decade, the Museum is committed to further strengthening and enhancing its exhibitions, programs, and collections, and in significantly growing its endowment in support of its vastly expanded physical plant and program. The Wayland Group continues working with Dan Monroe, new Chief Operating Officer Josh Basseches, newly appointed Board Chair Dick Carlson, and Board President Rob Shapiro, and an extraordinary advancement team on developing a plan for moving the Museum to the next level of philanthropic and institutional achievement.

We continue to partner with **Pine Manor College's** energetic and visionary President Gloria Nemerowicz, its dedicated Board of Trustees led by Co-Chairs Anne Edwards and Phil Geier, as well as Vice President for Development and Alumnae Relations Susan Webber and members of the Campaign Task Force, to reach the College's goal of raising \$32.5 million to successfully complete the College's repositioning and to secure its future. Much progress has been made over the past twelve months. The College successfully met a \$3 million Brown Foundation Challenge one year prior to the deadline and continues to receive national recognition for its innovative program linking liberal arts education to a vision of inclusive leadership and social responsibility.

Planned Parenthood Federation of America is in the Leadership Phase of a major capital campaign with an ambitious goal: to change the political and social climate for reproductive rights and sexual health. *Power the Promise* is Planned Parenthood's first federation-wide campaign. The Campaign is funding initiatives in public policy to create an environment in which progressive laws protect choice; in social marketing to promote honest dialogue about sex and sexuality; in online services to improve access to reproductive health information and services; and is also harnessing the power of philanthropy for the movement. To date, *Power the Promise* has raised over \$38 million in support of these initiatives. In May, Planned Parenthood held the second annual meeting of its Leadership Council in Napa, California. The meeting was hosted by council members Ian and Annette Cumming and was attended by volunteer leaders from across the Federation. The Philanthropic Markets Team, a unique collaboration of CEOs, chief development officers, and volunteers from affiliates that have significant philanthropic capacity, has been instrumental in moving the Campaign forward. It is chaired by Dian Harrison, CEO of Planned Parenthood of Golden Gate and Steve Trombley, CEO of Planned Parenthood, Chicago Area. Overall direction is provided by Planned Parenthood's Steering Team, led by Paula Gianino, CEO of Planned Parenthood of the St. Louis Region, and Nicki Nichols Gamble, a national volunteer and longtime Wayland Group client and friend. Leading the Campaign on behalf of the staff are Joan Coombs, Senior Vice President and Chief Campaign Officer, and PPFA's Interim President, Karen Pearl.

The **Sabin Vaccine Institute (SVI)** was founded in 1993 to perpetuate the legacy of Dr. Albert B. Sabin, the discoverer of vaccines for polio, encephalitis, and other infectious diseases. SVI's vision is to save lives by stimulating development of new vaccines and increasing immunization rates globally. The Institute promotes cutting-edge vaccine research,

advocates sound public policy towards vaccines and immunization, and educates the public and media about the benefits of vaccines. The Wayland Group is proud to have facilitated a Long-Range Plan for SVI, working with SVI Chairman and founder H.R. Shepherd, President and CEO Dean Mason, Executive Vice President Fran Sonkin, and members of a core Planning Task Force including SVI Board members Lewis Miller, Nancy Hargrave, and Dr. Louis Cooper.

Ninety years after its founding in 1915, **Shady Hill School** continues to educate children from Beginners (4-year-olds) through Grade 8 and to be guided by a core set of principles: simplicity; discipline; depth-over-breadth; child-centeredness, in which discovery and imagination are the main vehicles for learning; and freedom coupled with responsibility. TWG first served as counsel to Shady Hill's successful *Pathways* Campaign in the 1990s. We returned in the fall of 2004 to complete an assessment of the current development program and of institutional readiness, and then in the spring of 2005 to undertake a Planning and Feasibility Study for a campaign in support of capital and endowment goals articulated in the School's strategic and master plans. It was a pleasure working again with Director Bruce Shaw, with Director of Development and External Affairs Monique DeVane, Board of Overseers Chair David Thomas, and a deeply committed staff and Board of Overseers.

The **Steppingstone Foundation** operates a highly effective program to put inner-city school children on the path for college. It does this through a rigorous 14-month academic preparation program to prepare students to enter independent and exam schools, and then providing mentoring and continuing support to the students throughout their middle and high school years. Their results are impressive, with 98% of Scholars who finish the academic program graduating from high school, and 94% of the graduates going on to attend four-year colleges. Last fall, Steppingstone launched *The Campaign for Growth*, a \$15 million effort to double the number of students served by the Foundation. Under the strong leadership of President Michael Danziger and Campaign Co-Chairs and Trustees Brian Conway and Amy Berylson, and with strong staff support from Director of Development Kelly Glew, Steppingstone has raised over \$10 million towards its goal.

This is an historic and exciting time for **Suffolk University**. Under the leadership of highly regarded President David Sargent, the University will celebrate its centennial in the fall of 2006. Under the leadership of new Provost Pat Meservey, Suffolk is in the final stages of completing a Strategic Plan that will lay out the University's vision and plan for Suffolk at the 100-year mark. Suffolk's campus is being transformed, first with two new dormitories and a new state-of-the-art Law School building, and in September with the renovation of 73 Tremont Street to create a new library and common space. To build on its success and to fund its strategic vision, Suffolk is in the early planning stages of a major capital campaign with a working goal of \$75 million. Suffolk's advancement program has shown dramatic growth over the last two years under the strong leadership of Vice President for Advancement Kathryn Battillo. Having recently completed a Planning and Feasibility Study and developed a Campaign Implementation Plan, Suffolk has begun to move forward with the Leadership Phase of their historic campaign. The Wayland Group's Suffolk team is proud to be working with Suffolk's senior staff team and volunteer leadership led by Development Committee chair Dennis Duggan.

In 2005, The Wayland Group continued its work with **Thayer Academy** on its *Building on the Mission Campaign*. Thayer is in the leadership phase of a proposed \$25 million campaign for facilities and endowment—an ambitious effort to advance the Academy and enrich an

already excellent educational program. The Wayland Group has enjoyed working with Campaign Chair Rick Daniels, Board Chair Bill Smith, visionary Headmaster Ted Koskores, and Director of Development Mark Gutierrez.

This year was both an exciting and dynamic period in our work with **Walnut Hill School**. The pre-eminent, pre-professional independent school for the arts successfully completed its \$17.5 million *Path to Preeminence* Campaign that funded a new Arts and Technology Center, a new Campus Center, and added significantly to the School's endowment. At the same time, The Wayland Group facilitated a yearlong strategic planning process, under the leadership of Head of School Stephanie Perrin, Board Chair Betsy McClendon, Planning Committee Co-Chairs and Trustees Linda Beck and Janet Pattillo, and longtime colleague and friend Martha Kleinman, Dean for External Relations. The process involved over 100 members of the Walnut Hill community and resulted in the development of a new long-range plan and an accompanying 5-year business plan reflecting the school's commitment to *Rising to the Challenge of Success*. The plan specifically calls for a \$20 million capital campaign, and The Wayland Group will begin to assist Walnut Hill in formal campaign planning this fall.

The Wayland Group is delighted to have recently been selected to partner with **Worcester Academy**, a grade 6-12 boarding/day school located in Worcester, MA, to conduct a Planning and Feasibility Study. We look forward to beginning our partnership with the dedicated and dynamic Head of School Dexter Morse, Board Chair Jim Pietro, members of the Campaign Planning Committee, and particularly to having the opportunity to work, once again, with Director of Development Marillyn Earley. This is a wonderful school that deserves the best and is a well kept secret—except among educators and alumni and current families, who value the extraordinary breadth and depth of the Worcester experience!

We wish for all of our many clients and friends a fall season of renewal and hope, and dramatic and satisfying progress toward the next chapter in every organization's future of service and success. We continue to be humbled by the energy and commitment of all who work to "deliver on the mission" in the rich, supporting fabric of the independent sector.

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