

Advancement

A NEWSLETTER FOR CLIENTS AND FRIENDS

The Wayland Group

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

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LEADING WITH CONFIDENCE IN UNCERTAIN TIMES

Credit and energy crunches, contraction in worldwide financial markets, continuing concern about US commitments abroad, and an upcoming Presidential election all contribute to a sense of concern as to whether “business as usual” can deliver the kinds of results in advancement programs that are already planned for and to some degree counted upon. In professional journals as well as in the general press, recent months have seen a spate of nervousness on the one hand and parallel quests for “magic” solutions on the other. Certainly economic conditions and uncertainty in the wider world can have a significant impact on fundraising programs specifically and overall fundraising strategies more generally.

At the same time, it is heartening to recall that, over a period of 50 years or so, philanthropy has maintained a very robust place in the US economy and has typically not been subject to the dramatic downturns that are sometimes alleged and that we sometimes fear, maintaining its place in the economy as (plus or minus) 2% of the GDP and 2% of personal income. At the same time, during challenging times, certain trends can be seen. In terms of fundraising “technique,” it seems clear that those programs that rely on a very broad base of small gifts will tend to decline during downturns, while relationship-based programs seem to be affected less. Corporate giving will tend to decline during periods of economic difficulty. And endowment campaigns, with donors typically looking to utilize appreciated assets for giving, may be especially challenging during these periods.

Given these realities—both positive and negative—how can institutions respond to challenging times in ways that will be constructive and productive and, in turn, generate the resources that will help them deliver on their respective missions? To this question we offer the following suggestions.

- 1. Clarify, focus, and communicate the essential features of the institution’s mission and programs.**

At a time of intense competition for resources, donors may question whether the institutions they support are critical to the social and cultural fabric of our society. It is extremely important in these times for institutions to clarify for themselves their mission and service role and to clearly communicate that role—and accompanying program mix and community

impact—to all of their relevant constituents and partners, including, of course, their donor constituencies. In the period following the events of 9/11 and accompanying economic slowdown, many institutions actually benefitted by communicating their essential value more clearly to constituencies. It is often at a time of uncertainty that people particularly appreciate the importance of the “third sector” of our society and will be motivated to provide support, within the limits of available resources.

2. In major gifts, focus intensively on relationships rather than on transactions.

It may well be that for many donors the timing and scale of their gifts will be affected by economic conditions. But it is crucially important that we reinforce to donors that the strength and importance of their relationship with an institution transcend any particular gift or fiscal year. Those institutions that reduce the level and intensity of communication with key donors during a period of economic uncertainty will inevitably have lesser results when conditions rebound. Those institutions that are highly relational in their donor activities and provide intensive stewardship during such times will inevitably benefit.

3. Continue to execute the fundamentals of your program well.

While institutional budgets can of course be affected by economic realities of operating in a challenging environment, institutions should continue to invest appropriately in their advancement programs and should continue to offer appropriate opportunities for donors to invest in key programs, irrespective of economic conditions. Those institutions that suspended key features of their programs during the period following 9/11 found that their fundraising results took much longer to recover. Those institutions that continued to respectfully invite philanthropic participation found that programs were able to rebound more quickly.

4. Continue to behave and to communicate in an optimistic and cheerful manner.

Although all of us need to be respectful of the impact that difficult times can and do have on individuals and businesses, the institutions themselves should continue to reflect pride in their mission and programs and should continue to seek support without apology. The strength of the independent sector is that we are never asking for ourselves, we are asking on behalf of our clients and on behalf of the future. All institutions should view themselves in cheerful and collegial partnership with their donors and should never feel that apology or false humility is necessary, even in challenging times.

5. Use this period as an opportunity to explore new income streams and new dimensions of your program.

It may be that during “normal” times certain avenues remain unexplored because short-term opportunities for fundraising results command immediate and intense attention. It may well be that at a period when the “transactional” dimension of fundraising proceeds at a slower pace, advancement leaders can explore and/or invest in parts of the program that have lain fallow, whether a new emphasis on planned giving and encouraging estate commitments, or

a new segmentation of annual giving, or an innovative approach to constituent relations which, while not improving short-term results, may be extremely productive in the future. Smart and creative development officers don't spend a great deal of time on the analytics of poor results; they use all the time and opportunity they have to strengthen and broaden their programs.

In summary, then: clarify the organization's mission and value and communicate that value clearly to constituents; focus on strengthening relationships rather than the timing of specific "transactions"; continue to execute the fundamentals of your program well; and continue to operate with confidence, cheerfulness, and optimism about the longer-term future—altogether, an appropriate formula for *any* times.

Over the past year, consulting staff of The Wayland Group have partnered with a diverse group of wonderful organizations, representative of the variety and importance of the independent sector in American society and, increasingly, in the wider world.

The Wayland Group recently took on a new assignment for the **American Civil Liberties Union of Massachusetts** (ACLUM)—the highly successful advocacy organization dedicated to the protection of civil rights and liberties. ACLUM is joining forces with the national ACLU and many of its affiliates in a set of strategic initiatives and a campaign. ACLUM has developed a plan to integrate with the national effort and will be launching its own campaign, supported by TWG. We are pleased to be working with Board leaders Nancy Ryan and Ron Ansin, Executive Director Carol Rose, Senior Director of Development, Marketing and Communications Jim Wolken, and Campaign Director Bliss Austin Spooner.

Applewild School recently celebrated its 50th anniversary as an outstanding private, coeducational school for students in kindergarten through grade 9, located in Fitchburg. The Wayland Group completed a Planning and Feasibility Study early in the year for a planned campaign to build a new dining and classroom facility, endowment for financial aid, and renovations to faculty housing. Applewild is served well by strong leadership, including Head of School Chris Williamson, Board President David Stone, and Director of Development and Alumni Affairs Kelly Jennison.

Boston Baroque was the first permanent Baroque orchestra established in North America and is widely regarded as this country's leading period-instrument orchestra and chorus. Founder and Music Director Martin Pearlman has led the organization and conducted the orchestra for over 30 years. Over the last five years, the organization has flourished artistically, touring in Poland and in three major American classical music centers; producing semi-staged performances of operas; collaborating with Opera Boston on fully-staged operas; continuing to produce outstanding recordings with Telarc; and becoming the resident professional ensemble for Boston University's Historical Performance Program. To continue this artistic growth, Boston Baroque asked The Wayland Group to facilitate a long-range planning process this spring. During this process, The Wayland Group has worked closely with Martin Pearlman, Executive Director Carole Friedman, and a Long-Range Plan Steering Committee led by Board Chair Bob Silberman and

Vice Chair Barbara Levy. The Plan includes the architecture of a five-year program plan, including work to establish a regular presence in New York City, and a focus on volunteer leadership development.

The Wayland Group is proud to have continued its work over the past year with **Community Health Connections (CHC)**, a non-profit community health organization operating two federally qualified health centers in Fitchburg and in Gardner and serving more than 34,000 residents of North Central Massachusetts. TWG enjoyed most recently working with President and CEO Robert Johnson and Vice President of Community Relations and Development Dawn Casavant on the inaugural meeting of CHC's Board of Advisors and on continuing plans for funding the transformation of the CHC Family Health Center in Fitchburg.

This spring we began working with **The Connors Center for Women's Health at Brigham and Women's Hospital** on a project providing a brief assessment of current development operations on behalf of Women's Health; conducting a review of their case for support; and examining their current leadership structure. We have enjoyed the opportunity to work with Dr. Paula Johnson, the Executive Director of The Connors Center and the Chief of the Division for Women's Health, as well as Piper Orton, Director of Women's Health Programs, Patty Hill-Callahan, Interim Chief Development Officer, Jo Frances Meyer, Senior Development Officer, and Genevieve Laird, Development Officer. Brigham and Women's is in the opening stages of a hospital-wide campaign and Women's Health has been identified as a Center of Excellence within that effort.

Bravo to the **Currier Museum of Art** for the completion of its successful capital campaign and the grand opening of its newly-expanded stunning facility in March. The Currier added 33,000 square feet, enabling it to display 50% more of its high-quality collection. A winter garden, new café, and an auditorium were also added. Surpassing its goal, *The Campaign for the Currier* raised \$13.4 million in support of the new facility. Congratulations to Campaign Chair and Board President David Jensen, Honorary Co-Chairs John Swope and Kimon Zachos, Co-Chairs of the Public Phase Campaign Chris Dwyer and Harry Shepler, past President Pat Duffy, and Director Susan Strickler and her staff. We encourage everyone to visit the internationally renowned Currier Museum of Art in Manchester, New Hampshire to enjoy the new facility and its first-rate collection.

TWG is proud of its continuing association with one of New England's most dynamic educational institutions, **Curry College** in Milton. Having ended the fiscal year with more donors and more dollars raised than ever before, Curry also announced plans for its most ambitious building project in the College's 129-year history, a new Student Center that will connect the academic and residential life of the College and serve as a hub of activity for the entire community. The Wayland Group feels privileged to have worked with Curry's extraordinary President, Ken Quigley, Jr., and Chief Development Officer Chris Lawson on building a development program in support of the College's continuing and transformational work.

Fenway Community Health is well on its way to reaching its \$10 million goal to support its cutting edge new facility in the middle of the Longwood Medical area, having received a \$1.75 million challenge grant from the Kresge Foundation and major support from many who believe strongly in the superb care and research provided by Fenway. Much of Fenway's success is

due to the continued visionary leadership of its President Stephen Boswell, MD, and his key partners: Board Chair Joanne Ayoub, Vice President of Development and Communications Philip Finch, and Campaign Director John Marksbury.

Over the past year, we were happy to continue to provide support to the **Grand Teton National Park Foundation** as they continue to make progress in the development of a long-range plan to chart the next phase of their partnership with Grand Teton National Park. A highlight of the past year was the opening of the new Craig Thomas Discovery and Visitor Center in Moose, Wyoming, which represented an extraordinary private/public partnership between the Grand Teton National Park Foundation representing the broader private sector, and the National Park Service. Not to be satisfied with their extraordinary success, the Foundation, while continuing to work on its long-range plan, has extended its fundraising efforts to include a new auditorium to be built adjacent to the Visitor Center. We have very much enjoyed continuing our partnership with longtime Wayland Group friend and colleague Leslie Mattson, President of the Grand Teton National Park Foundation.

We are pleased to report that under the leadership of Executive Director Susan Ayers, Board Chair Theresa Hamacher, and the newly appointed Director of Development Monika Montrymowicz, **The Guidance Center, Inc.** of Cambridge, continues to build its advancement program. They recently held their annual gala dinner and raised over \$340,000 in support of the key programs of the Agency.

The Wayland Group is pleased to continue its work with the **Harvard Divinity School** (HDS) as the School develops campaign objectives in preparation for the larger University campaign. In this role, TWG enjoys working with HDS Dean William Graham, Associate Dean for Administration Julie Bisbee, Senior Adviser to the Dean Mark Edwards, Director of Development Tom Woodward, and Director of Development Operations and Donor Relations Nancy Birne on the design and implementation of planning and engagement opportunities for key volunteers and donors.

This spring we were privileged to renew our partnership with the **Harvard School of Public Health** as Michael Voligny, Acting Dean for Resource Development, and the Senior Management Team plan for the School's involvement in the University-wide capital campaign now being planned at Harvard. Under the direction of Dean Barry Bloom, we have had the opportunity to work with Julie Rafferty, Patty Shea, Randy Billings and Michael on issues such as case development, goal setting, communications and leadership development. This project is also designed to effectively position and support a new Dean for HSPH who will be named later this year.

Hebrew SeniorLife is poised to complete a \$100 million capital campaign in 2009. In anticipation of the successful conclusion of the *more than ever* Campaign, The Wayland Group was asked to conduct an assessment of the development program. After completing an assessment in 2007, The Wayland Group was invited to facilitate a recent retreat with the Board of Directors focused on the future of HSL's Roslindale Campus and the role of philanthropy within the institution. We continue to enjoy our partnership with this preeminent institution devoted to caring for elders in a variety of settings and associated, cutting-edge research, and particularly working

with President and CEO Len Fishman, Trustee and former Chair Alan Solomont, and long-time Wayland Group friend, Vice President for Development and Community Relations Steve Braverman.

Having most recently completed an Implementation Plan for a fundraising campaign in support of a new, Renzo Piano-designed building on the Museum's property, TWG is proud and delighted to continue serving as the **Isabella Stewart Gardner Museum's** consulting partner in this ambitious and important effort. Thanks to the extraordinary and creative leadership of Executive Director Anne Hawley and a dedicated and dynamic Board chaired by Barbara Hostetter, the Museum has made significant progress in the leadership phase of its campaign. TWG is delighted to continue its work in partnership with the leadership and with Director of Development and External Relations Helena Hartnett, Deputy Director of Development Lisa Bevilaqua, and their talented and hardworking development team.

The Wayland Group has recently begun a partnership with Boston's **Jewish Community Day School**, located in Watertown, MA. We are thrilled to be working with Head of School Ruth Gass, Board Chair Betsy Hecker, Founder and Institutional Advancement Chair Arnee Winshall, and chair of the Long-Range Planning Committee Jon Levisohn and others to develop a Long-Range Plan for the School, and upon completion, conduct a Planning and Feasibility Study for a proposed campaign that will be based on the goals of the Long-Range Plan.

The **Massachusetts General Hospital** (MGH) continues as a key client of The Wayland Group, as we move forward together in planning a major, comprehensive campaign—*The Campaign for the Third Century of MGH Medicine*—to coincide with the hospital's bicentennial anniversary in 2011. The Campaign will build upon MGH's comprehensive expertise and culture of collaboration among researchers and clinicians in different fields. Because it is the world's largest biomedical research enterprise based in a hospital, basic science connects with clinical care at MGH as it does nowhere else. The Wayland Group works with hospital and physician leadership, including President Peter Slavin, MD; Co-Chairs of the Philanthropy Program Jerry Austen, MD and Patty Ribakoff; Chairman of the Board Ed Lawrence; and development staff leadership Jim Thompson, Katelyn Quynn, and Allen Peckham from Partners HealthCare, and many others. We welcome David Woodruff as Executive Director and Chief Operating Officer for Development as he joins the MGH development staff leadership team. We congratulate MGH on its fantastic record-breaking results from FY07, when it raised more than \$256 million in support of the hospital's clinical and research programs.

The Wayland Group continues its work with the **Massachusetts General Hospital Cancer Center**, where we have been supporting the development of a full range of development activities within the context of a comprehensive campaign for the Cancer Center as a part of the overall hospital-wide campaign. The Cancer Center successfully launched a Leadership Council, its flagship leadership volunteer group and held its first annual gala, *the one hundred*, which paid tribute to one hundred of its remarkable caregivers, researchers, donors, volunteers, and patients. We work closely with the Director of the Cancer Center Daniel Haber, MD, PhD, Chief of Hematology/Oncology Tom Lynch, MD, President of the MGH Physicians Organization Dan Ginsburg, and the development staff team in this important effort. We are pleased to welcome Sara Kelly as Campaign Director and the new leader of the Cancer Center development staff team.

Massachusetts General Hospital (MGH) has been a client of the Wayland Group since 2006. The hospital was originally founded to care for the “sick poor,” and today MGH’s core commitment is to provide high-quality care for all regardless of ability to pay at the hospital and its four affiliated health centers. This commitment was renewed in 2007 when the hospital Trustees added, “...improving the health and well-being of the diverse communities we serve,” to the mission statement. To implement this new component of mission, **MGH** founded the **Center for Community Health Improvement** in 1995 with the recognition that while medical care can treat the consequences of substance abuse, violence, homelessness, and other social issues, it cannot prevent or cure them. Collaboration and partnership with underserved communities, employing evidence-based public health prevention and early intervention strategies, has proven effective in addressing the root causes of these social determinants of health. This spring, The Wayland Group began working with CCHI to create a Strategic Development Plan to help fund the outreach work of the hospital. We are delighted to be working with Joan Quinlan, Director, MGH CCHI, Shawn Fitzgibbons, Assistant Director, Major Gifts, and many of our colleagues at MGH to help build a strategy and fundraising program to sustain and expand this important work in the community.

Over the past five years, the **Milton Academy** community has contributed more than \$85 million to annual, capital, and endowment funds, a tremendous expression of confidence in the School. In November, the School will celebrate its accomplishments and break ground on a new science center. Over the next year, the Academy will complete capital projects in science and art; begin planning for needs related to the K-8 division; and articulate goals for new endowment funding. TWG is delighted to continue its support of this work in partnership with Assistant Head of School for Alumni and Development Gordon Sewall, Director of Development Stephanie Truesdell, Interim Head of School Rick Hardy, and dedicated Board leadership.

We are pleased to be continuing our long-time partnership with **Miss Hall’s School** as it undertakes the leadership phase of a \$35 million campaign to secure the School’s future. Under the continued strong leadership of Head of School Jeannie Norris, Board Chair Susan O’Day, Director of Development Janis Martinson, and a number of dedicated volunteers and trustees, the School is poised to position itself as a national leader in education for girls and to ensure the School will have the strong foundation to grow that leadership and level of excellence in education well into the future.

Nashoba Brooks School is an outstanding independent school in Concord. It has a unique program that is coeducational from preschool through grade three and that is girls only in grades four through eight. The Wayland Group partnered with Nashoba Brooks on a successful \$10 million campaign that concluded in 2003. Last fall, The Wayland Group conducted a Planning and Feasibility Study for a new capital campaign that will transform the campus and build the School’s endowment. Under the leadership of Head of School Kay Cowan and Director of Development Karl Kussin, the School has begun a \$15 million campaign. The Campaign has exceptionally strong volunteer leadership in its Co-Chairs Jon and Alice Flint, George and Connie Noble, and Alastair and Sarah Robertson, and from a Campaign Leadership Council that includes more than 30 parents, alumnae, and grandparents.

Over the past year, we have continued our work with Vice President and Chief Development Officer Deb Coleman and President and CEO Joe Dionisio at **New England Baptist Hospital** as they prepare to publicly announce a major capital campaign. The Hospital is the region's premier provider of orthopedic, musculoskeletal and complementary services and it has been a pleasure to help plan for and implement a major capital fundraising effort that will support the Hospital's clinical research initiative and make major renovations to the Hospital's physical plant. In addition to our work with staff, we have had the opportunity to work closely with the Hospital's President's Council, including Chair of the Board John Wilkins, Chair of the Development Committee Gene Repucci, and key volunteers Sam Fleming and Dr. Ben Bierbaum.

We extend hearty congratulations to **New England Conservatory (NEC)**, which celebrated the conclusion of its \$100 million Gift of Music Campaign, exceeding its goal by raising \$115 million. Among the highlights of the campaign were an anonymous \$20 million gift, a \$10 million gift from Ginny and Pete Nicholas, and 26 gifts of \$1 million or more. The Campaign was established to support the goals of NEC's Long-Range Plan, spearheaded by its late President Daniel Steiner. The Wayland Group has been pleased and proud to work with NEC throughout its campaign. Bravo to the extraordinary leaders of the NEC campaign: Campaign Chair David Scudder, Vice Chair Harry Pratt, Leadership Giving Co-Chairs Carolyn and Peter Lynch and Ginny and Pete Nicholas, and NEC President Tony Woodcock. We also recognize Don Jones, NEC's Vice President for Institutional Advancement, who is a superb and tireless fundraiser, and who played a central role in the campaign's success.

The Campaign for the **New Jersey Performing Arts Center (NJ PAC)** recently hit the \$154 million mark, only \$27 million shy of its \$180 million goal. Thanks to the generosity of hundreds of donors, NJ PAC has already raised more than twice the amount of private money raised in the original campaign to build the Center (1989-1997). NJ PAC's current endowment total of \$77 million is among the top five for performing arts centers in the nation. TWG is thrilled to continue its support of NJ PAC in the final stage of its campaign working closely in partnership with President and CEO Larry Goldman, Executive Vice President and Chief Operating Officer M. John Richard, Vice President of Development Peter Hansen and his superb development team, and a group of dedicated and generous Directors including Board, Campaign, and former Prudential Financial Chair Art Ryan.

Over the last decade, under President Debra Townsley, **Nichols College** has completed an impressive turnaround that improved the small business college's finances, developed new, innovative programs, increased enrollment, dramatically improved college facilities, and raised \$13 million in a capital campaign. All of these accomplishments have set the stage for additional institutional growth and for a new, more ambitious capital campaign. At the beginning of 2007, The Wayland Group conducted an assessment of the development program and a Feasibility Study for a major capital campaign. Working with the President, Vice President for Advancement Joe Cofield, and Associate Vice President for Advancement Deb Mayerson, a Strategic Campaign Working Group led by Board Chair Bob Vaudreuil has been refining the plans for a \$25 million campaign. They plan to launch the quiet phase of the Campaign this fall.

The **North Shore Medical Center (NSMC)** continues in its campaign to build the Mass General/North Shore Center for Outpatient Care in Danvers, a state-of-the-art facility jointly

developed by NSMC and the Massachusetts General Hospital, scheduled to open in spring 2009—and to renovate Salem Hospital. NSMC announced the public launch of its \$20 million capital campaign this spring—*Best Care, Right Place: The Campaign for the New NSMC*. NSMC’s leadership team includes President and CEO Bob Norton, Board Chair Gary Spiess, Development Committee Chair Rich Bane, and Senior Vice President for Development Sara Andrews.

Under the inspirational leadership of the College’s President Gloria Nemerowicz, Board Chair Lydia Villa-Kamaroff, National Campaign Chair Anne Edwards, and Pine Manor’s Vice President for Development and Alumnae Relations Susan Webber, **Pine Manor College** is well on its way to meeting its \$34 million goal, having raised over \$18 million to date.

Following completion of a fall Development and Campaign Readiness Assessment for **Roxbury Latin School (RL)**, TWG completed in the spring a Planning Study for RL in support of the School’s continuing efforts to raise the funds necessary to strengthen RL’s fundamental intellectual and moral commitments, and to mobilize the School’s leadership and larger “family” in pursuit and support of a renewed, common, and transformational vision. It was a special pleasure working with Headmaster Kerry Brennan, Board Chair Dennis Kanin, and Director of Development Phil Thornton and his team.

Over the past year, The Wayland Group continued its longstanding and very rewarding relationship with **Walnut Hill School**. We continue to work closely with Dean for External Relations Martha Kleinman and Associate Dean Kelly Feeney. Retiring Head of School Stephanie Perrin was appropriately celebrated at a gala celebration at Carnegie Hall in April. Under Stephanie’s leadership, the School attained a preeminent position among performing arts high schools in the United States, and dramatically advanced the quality and depth of its programs, the diversity of its student body, and the Walnut Hill campus. At that same gala, Walnut Hill celebrated the successful completion of a “*Fund for the Future*” which raised more than \$15 million for endowment, facilities and annual fund, and the arrival of newly appointed Head of School Eileen Soskin. We wish Stephanie every success in this next stage of her “career,” and welcome Eileen as a key partner in the next chapter of Walnut Hill’s extraordinary story.

We are thrilled to continue our partnership with **Worcester Academy** and their superb team led by Board Chair Jim Pietro, Head of School Dexter Morse, and Director of Development Marillyn Earley, along with a dedicated Campaign Committee and other staff. The Academy is moving forward with the leadership phase of a proposed \$50 million campaign, making excellent progress toward a kick-off in 2010. They have recently exceeded their Annual Fund goal and met a major challenge to alumni to increase alumni support of the Annual Fund.

Worcester Polytechnic Institute President Dennis Berkey has a powerful vision for the University, seeking to continue developing the programs, facilities, and financial resources that will drive innovation, attract more young people to science and technology-centered education, and position WPI among the finest universities in the country. Over the last year, WPI asked The Wayland Group to develop a comprehensive Campaign Plan that included an Assessment of the Development Office, a Planning and Feasibility Study, and a Campaign Implementation Plan. WPI is now in the Leadership Phase of a campaign with a working goal of at least \$200 million. The University and the Campaign have benefited from strong leadership from the President,

Vice President for Development and Alumni Relations Dexter Bailey, and a Campaign Working Group composed of Trustees Don Peterson, Steve Rubin, Bob Martin, Warner Fletcher, and Dick Connolly. The Campaign is off to a strong start, having exceeded its goal for the first year of the Campaign.

BIENNIAL ADVANCEMENT INSTITUTE

On May 4th and 5th, The Wayland Group held its biennial Advancement Institute: “The Maximum Gifts Approach” at the Waltham Woods Conference Center on the campus of the Massachusetts Medical Society. A group of 80 trustees and other development leaders, senior executives, and development professionals gathered to focus on creating an appropriate context and program for securing, not merely “major” gifts, but true, capacity-level, “maximum” gifts. In line with the philosophy of the firm, the Institute traced the “key synergy” triangle of institutional planning, leadership development, and the architecture and execution of fundraising programs per se. As always, while “classroom” material provided for the framework of the two-day session, we were honored by the participation of 15 distinguished guest speakers, including senior colleagues with whom we have worked, funders, trustee leaders, and philanthropists. This Advancement Institute is always a highlight for the firm and represents an important source of energy, reflection, and renewal.

As we enter a new cycle of challenge and opportunity, we continue to be invigorated by the variety of assignments we have been asked to take on, and by the extraordinary commitment of the wide range of organizations which together are doing so much to serve the needs of their respective communities and to “deliver” on their important missions. We continue to be committed to doing whatever we can to support these organizations, and wish everyone a successful fall season and continuing good cheer and success.

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