

# Advancement

A NEWSLETTER FOR CLIENTS AND FRIENDS

## The Wayland Group

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

WINTER 2005

### CELEBRATING 20 YEARS OF SERVICE

On Monday, November 8, 2004, more than 100 clients and friends of The Wayland Group gathered at the new Calderwood Theatre Pavilion at the Boston Center for the Arts to celebrate The Wayland Group's 20<sup>th</sup> year of serving the independent sector. On hand were trustees, CEOs, and development officers of many client organizations with whom The Wayland Group has partnered over the years, as well as Wayland Group "family and alumnae."

The evening's activities began with a symposium in the beautiful, new Virginia Wimberly Theatre, home of the "second stage" for the Huntington Theatre Company, a longtime Wayland Group client. The group was welcomed by **Michael Maso**, Managing Director of the Huntington, who described the Theatre's successful capital campaign effort—which led to the completion of the Wimberly and the Calderwood Pavilion—including the meeting of a successful \$1,000,000 Kresge Foundation Challenge Grant.

Following introductory comments and a welcome by Wayland Group President Jim Kitendaugh and Executive Vice President Lynne Cavanaugh, the group was treated to the thoughts of five accomplished and successful leaders on the general theme of "Lessons of Leadership." Massachusetts 2020 Chairman **Chris Gabrieli**, a longtime friend of the firm, had the group in stitches with a number of amusing stories on the subject of leadership (including a wonderful variation on the old story with the punch line "prepare three envelopes"). On a more serious note, Chris defined effective leaders as those who motivate others to follow in the leader's footsteps; those who focus on results; and those who continue to raise standards in spite of success.

Chancellor of UMass Medical Center and President of the UMass Memorial Foundation **Aaron Lazare** spoke of the need to be honest with people, to lead by example, and to insist on ethical and respectful behavior. He reported that leading physicians who come to the medical center are often surprised that in their initial interview they are asked to be always respectful and never condescending or preemptory toward any staff person or medical student. Dr. Lazare believes that encouraging an ethical and respectful community is the first and most important characteristic of effective leadership.

Longtime Wayland Group friend and Head of Walnut Hill School **Stephanie Perrin**, in addition to having everybody erupt in laughter several times during her talk, drew attention, as always, to the relationship between the intellectual and management attributes of leadership and the emotional and intuitive aspects. Stephanie commented that great leaders must have a clear sense of mission and vision and a great passion for the task at hand. Leaders must also increase the capacity of *all* the people in the organization, speaking to both “the head and heart” in all issues, and drawing attention to the fact that the emotional aspect of life in an institution is rarely accorded the importance it deserves. Finally, leaders must care for and increase their own capacity to lead and to assume the full authority that they are given, while never being afraid of making mistakes.

Philanthropist and successful businessman and community leader **Ron Ansin** spoke movingly of the need for leaders to surround themselves with great people who can help build the team, and drew particular attention to the need to develop a comfortable, personal “style” of leadership, noting that one can learn by example, but that, ultimately, one must lead in a way that feels comfortable and takes advantage of one’s own personality and temperament. (Ron was kind and candid enough to share with the group a contrasting example of his own father, whom he described as an excellent leader, with his own personal style, and the epiphany that he experienced when he realized that he could lead in a different way while still respecting the example his father had set.)

The final speaker was **Peter Nicholas**, Chairman of Boston Scientific, longtime philanthropist, and leader at Duke University among many other non-profit roles. Peter emphasized the importance for leaders to have an excellent support system—both personal and professional; and the need to keep everything in perspective. “It’s very important to constantly be humble about your accomplishments as you challenge your organization to do better,” he noted. Like many of our other speakers, he noted that the human elements of communication, trusting one’s intuition, and hewing to the highest level of integrity were all critically important to success.

The current Wayland Group team was also delighted to welcome to the celebration our wonderful Wayland Group “alumnae,” Lola Baldwin, Alice Tobin Zaff, Sue Kinney, and Melissa von Stade, all of whom were present for this celebratory occasion. Following the symposium, the group adjourned to the Huntington’s Rehearsal Hall overlooking Tremont Street and the new plaza of the Calderwood Pavilion, and was entertained by the David Bryant Trio from the New England Conservatory (also, of course, a Wayland Group client).

It has been our pleasure and privilege to serve clients across a broad range of institutions in the independent sector over the past 20 years, and we were moved and delighted to be joined by so many on the occasion of this special celebration.

Since publication of last summer's newsletter, The Wayland Group has undertaken a number of important new projects, which we wanted to include as part of a "mid-year" update. (We will, as is our practice, be sharing a more comprehensive review through our regular annual newsletter in the summer of 2005.)

The Wayland Group is excited to begin working with **The Boston Public Library Foundation's** Executive Director P.A. d'Arbeloff and Board Chair Sandra Moose as the Foundation plans for the last phase of the McKim restoration. The Foundation will continue its mission of supportive collaboration with the Boston Public Library to complete the restoration of the historic McKim Building and provide much-needed archival space for its growing collections.

We were pleased and honored to be invited by Chris Reaske, Vice President for Development and Alumni Relations at **Boston University**, to work with him and his staff in addressing several key areas in the University's development program. The Wayland Group will undertake a Strategic Development Project for Boston University, making a series of strategic recommendations in three areas: the university-wide organization of the development function; alumni relations; and the data and gift processing function. As Chris has announced his retirement from the vice presidency at B.U., he has asked us to help him to conduct a review of these areas so that he may make recommendations to the Board of Trustees and senior leadership.

**Charles River School** is eager to keep the momentum going from their last campaign while they consider undertaking their next fund-raising effort. Working with Linda Fenton, Director of Development, Cathy Gately, Head of School, and a number of deeply committed volunteers, The Wayland Group team will conduct a Planning and Feasibility Study to test the feasibility of a campaign to support the next phase. Facilities plans for the next phase include a new activity center and improvements to the 7<sup>th</sup> and 8<sup>th</sup> grade building.

**Fenway Community Health** is a dynamic leader in providing superb clinical care and research focused primarily on the Lesbian Gay Bisexual Transgender community both in Boston, and nationally and internationally, as well as the Fenway neighborhood. We were delighted to have been selected to conduct a Planning and Feasibility Study, completed in December 2004, for a proposed capital campaign in support of a new facility, endowment, and enhanced programs. We have very much enjoyed our partnership with the visionary Executive Director Stephen L. Boswell, M.D., dedicated Board President Steward B. Clifford, other leadership volunteers, and the capable development team led by Jerry Fensterman, Director of Development, and Capital Campaign Director John Marksbury.

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 mission is to save lives by stimulating development of new vaccines and increasing immunization rates throughout the world. Over the last five years, the Institute has maintained robust programs to develop vaccines for orphan diseases in developing countries. It has also sponsored a distinguished series of vaccine policy colloquia to

explore solutions to problems in vaccine research and development. The Wayland Group is facilitating a long-range planning process for SVI as the organization moves from its founding stage to a mode of growth and sustainability. We are delighted to be working on this project with SVI's Chairman and founder, H.R. Shepherd, President and CEO Dean Mason, and members of the Institute's Board of Trustees.

**Suffolk University** has a proud history of providing quality education, with small classes, an unusually committed faculty, and an ideal location in the heart of Boston. Suffolk is actively engaged in planning for a major capital campaign to be announced at its Centennial in 2006. Over the last fifteen years, during the tenure of its highly respected President David J. Sargent, Suffolk has greatly expanded its campus with the construction of the new state-of-the-art Law School building, its first two residential halls, and the recent acquisition of 73 Tremont Street. The University is completing its strategic planning process this spring under the leadership of its new Provost Pat Meservey. In preparation for a campaign, Suffolk has greatly expanded its development staffing and infrastructure under Vice President for Advancement Kathryn Battillo. To further refine its campaign plans, Suffolk engaged The Wayland Group to conduct a Planning and Feasibility Study during the fall of 2004 and to develop a Campaign Implementation Plan in early 2005.

Wayland Group President Jim Kitendaugh was delighted to be invited as an "expert observer" to the **Kresge Foundation's** Board/staff planning retreat in September of 2004. The group spent two days reviewing and discussing the Foundation's core "bricks and mortar" challenge grant program. As always, Kresge Board and staff are serious, purposeful, and deeply respectful of all of their partnerships with important independent sector institutions. (On another special note, our Wayland Group team looks forward to participating in a national convening of Kresge Foundation consultants and grantees in their Special Opportunities Initiative in May.)

---

---

We at The Wayland Group wish for a peaceful 2005 and a prosperous and successful year of service and renewed commitment for all of the extraordinary institutions that together comprise the independent sector which, in turn, is so crucial to our nation and the world.

Margot A. Biggin  
James G. Kitendaugh  
Jennifer Carr Rice

Lynne M. Cavanaugh  
Charles Marz  
Carol A. Bloem  
Rachel H. Fagone

Elizabeth S. Gross  
Ann B. Peterson  
Phyllis E. Boot

<b>Tel:</b>	978-443-3224
<b>Fax:</b>	978-443-0633
<b>Email:</b>	jkitendaugh@waylandgroup.com (Note: <i>first initial, last name@waylandgroup.com for all</i> )
<b>Website:</b>	www.waylandgroup.com