

# 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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## *25<sup>th</sup> ANNIVERSARY EDITION*

### **NEW MAGIC IN A DUSTY WORLD**

2009 brings with it a combination of hope for the future, embodied by the new Obama administration with its promise of a fresh start and new policy initiatives, and concern about economic conditions which are likely to be uncertain at best in the coming months. As in the period following 9/11, those of us who work in the independent sector are rightly concerned about whether donors concerned about economic conditions and personal circumstances will continue to support the organizations that need and deserve their support.

The good news, as we reported in our Summer 2008 newsletter (“Leading with Confidence in Uncertain Times”), is that Americans have continued to be extraordinarily generous in bad times as well as good, and those organizations that have done a good job in clarifying their missions, creating transparent plans, and staying close to their donors, will continue to benefit from strong support in giving.

But even more hopeful and important than such technical or quantitative definitions of support is that periods of economic uncertainty always bring a new appreciation for the importance of the “third sector” of our society. No other country in the world is more blessed or benefits more from such a dense and life-affirming network of not-for-profit organizations as the U.S. From health care and human services to the environment and the arts, private not-for-profit organizations form an interdependent web of mission, commitment, program delivery, and sacrifice that provides support to ordinary citizens in good times and bad.

As in the period following the 9/11 disaster, it is critically important at this time that organizations clarify their missions, streamline operations to create efficiencies, seek creative alliances, and avoid duplication of services. The independent sector continues to represent the triumph of effort, good will and hope over any short-term negative headlines.

The great novelist Thomas Wolfe wrote of “new magic in a dusty world.” The independent sector provides just such a spark, no matter how distressed the times.

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## **TWG at 25!**

2009 marks The Wayland Group’s 25<sup>th</sup> Anniversary as a firm! Over the past two and-a-half decades, we have shared excitement, optimism, struggles, and achievements with more than 150 leading not-for-profit organizations in education, healthcare, human services, the arts, science, and the environment. We are extraordinarily grateful to our increasing circle of clients and friends who have allowed us to be their partners, and look forward to many years of continuing personal and professional friendships and partnerships.

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Over the past several months, The Wayland Group has taken on a number of new assignments and several of our clients have passed significant milestones.

The **Chestnut Hill School** is preparing to celebrate 150 years of providing academic excellence to its kindergarten to sixth grade students. It has done this in an environment that celebrates a strong sense of community and diversity. The Wayland Group is pleased to renew its partnership with Chestnut Hill, having worked with the School on a capital campaign in the late ‘90s. The School has asked The Wayland Group to conduct a Development and Campaign Readiness Assessment to help them prepare for a potential capital campaign. Chestnut Hill has a strong leadership team to support the planning effort in its Head of School Steven Tobolsky, Development Committee Chair Patty Ribakoff, and Director of Development Jeri Goetz.

**Friends Academy** is a highly regarded co-educational independent day school in North Dartmouth that serves students in preschool through grade eight. Friends has recently and proudly opened the doors of the Sally Borden School as part of the Academy which offers a unique educational opportunity for children with language-based differences. The Wayland Group is delighted to have been selected to serve as consulting partner to Friends to help develop a plan for an upcoming campaign in support of a renewed campus master plan. We are extremely pleased to be working with Headmaster Andy Rodin, Board Chair Carol Pray, former Headmaster Clay Stites, Director of Development Jodi Pink, and the Friends Academy community on this effort.

We are proud of our continuing work with **MassGeneral Hospital for Children (MGH/C)** on its Strategic Development Plan. MGH/C offers a full spectrum of pediatric clinical services and a robust research program that is accelerating the pace of discovery and opening the doors for the development of new forms of therapy. MGH/C is considering a campaign for \$100 million to build its areas of clinical and research excellence, expand programs for family-centered care, and recruit leading physicians who

can complement MGHfC's exceptional faculty and strengthen clinical programs. Partnering with hospital leadership, the MGHfC Advisory Board, and a strong development team, we have engaged in a series of productive meetings that have built consensus and momentum regarding the major elements of the fundraising plan to meet the ambitious goals of MGHfC. It has been particularly rewarding to work with a collaborative group of representatives at every level, including Chiefs Dr. Ron Kleinman and Dr. Joseph Vacanti, administrative leaders Vice President Joan Sapir and Executive Director Sandra Dodge, Advisory Board Chair John Blasberg and development leaders Anne MacLean, Katelyn Quynn, and David Woodruff.

We have recently begun working with Dr. Azzie Young, Monique Screen, and Alice Krapf, among others at **Mattapan Community Health Center (MCHC)**. Mattapan Community Health Center, which has served Mattapan, Hyde Park and surrounding neighborhoods for over 35 years, plans to launch a capital campaign for a new health center facility. The new building will be located in Mattapan Square and will strengthen the health center's capacity to deliver quality care and prevention programming to its patients, many of whom struggle with significant health issues that affect their lives and threaten the welfare of the entire community. The new facility will allow MCHC to double the annual number of patient visits and add vitally needed clinical services.

We are delighted to begin working on a long-range plan with our friends at the **New England Center for Children (NECC)**, Executive Director Vinnie Strully, Director of Development RoseAnn Lovely, and their senior management team. We worked with NECC on its first capital campaign and were consistently impressed by the leadership's commitment, focus, and tenacity. The results of the last campaign exceeded all expectations, and NECC is now planning for the future, particularly in focusing on its research agenda which will enhance an already intensive curriculum for its students with autism.

**The New Jersey Performing Arts Center (NJPAC)** recently announced an \$11 million gift from prominent New Jersey philanthropist Betty Wold Johnson. The gift, the single largest private sector contribution in NJPAC's history, will be directed mostly toward endowing capital needs for the Arts Center, with additional funds dedicated to supporting artistic initiatives and operations. With Ms. Johnson's donation, the Arts Center's *Campaign for NJPAC* is now at \$173.5 million, closing in on its \$180 million goal. The Wayland Group is proud of its long association as campaign consultant to NJPAC and offers congratulations to President and CEO Larry Goldman, to Vice President, Development Peter H. Hansen, and to his extraordinary development team on this spectacular gift and continuing campaign success!

Over the past several years, the Trustees of **Roxbury Latin (RL)** have been engaged in strategic planning on behalf of the School. With the recent acquisition of contiguous property, it became clear that it was time to refresh the School's most recent strategic plan, completed in 2007. To that end, The Wayland Group was engaged to facilitate the strategic planning process, working with a Strategic Planning Task Force convened by President of the Board Dennis Kanin and Headmaster Kerry P. Brennan and

including both Trustees and non-Trustees. The goal of the Task Force is to complete the drafting of a refreshed Plan by this spring and recommend the Plan to the Board for its approval. Once the Plan has been approved, the Board would then decide how best to communicate it to alumni, parents, and other members of the Roxbury Latin family. The strategic planning process has been informed by the thoughts and opinions of members of the entire RL community. The Wayland Group feels privileged to be working with Roxbury Latin on a process aimed at identifying what RL must do to sustain and increase the transformational quality of the extraordinary education it provides.

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### **Maximizing Your Major Gifts Program**

With many campaigns taking a lower profile or being deferred during the current economic environment, several of our clients have asked us to give their major gifts programs a “tune-up,” both to optimize short-term results and to be fully prepared for future opportunities. This “tune-up,” which we call “Maximizing Your Major Gifts Program,” consists of a site visit, individual meetings with key field officers, two half-day workshops, as well as a review and refreshment of prospect tracking policies and procedures, prospect review meetings, and other key features of an institution’s major gifts program.

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2009—our 25<sup>th</sup> year of service to the independent sector—promises to be a year of challenge, but also of opportunity. We look forward to renewing partnerships with long-time clients as well as being introduced to new projects and organizations doing important, even magical work in a much too dusty world.

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