


We  
dream  
big...

IF NOT FOR  
Carroll







# ...and you make our dreams a reality.

The photos you are enjoying throughout this book were taken during the five years of the campaign.

Five years ago, we envisioned how the entire Carroll School community would come together to make our first-ever comprehensive campaign an incredible success. Because of you, ***If Not for Carroll*** will have a profound impact for decades to come.

**And we're not done dreaming yet.**



# Message from Steve Wilkins

Head of School



Carroll School succeeds with students whom most schools simply don't know how to educate. We are experts in teaching and inspiring bright students with language-based learning difficulties, such as dyslexia. For 54 years, this has been our only mission.

Success where others dare not tread is ingrained in the genetic material of Carroll School. Therefore, it should be no surprise that this mighty little school has succeeded in a spectacular capital campaign.

**With a shared, intrepid belief in our mission, we are profoundly grateful for your magnificent, jaw-dropping generosity. We are in awe of the high level of support, the huge participation by the community, and the vision captured in so many of your gifts.**

I first came to Carroll in 1977 for a nine-year stint when this school was in its childhood and adolescence. We knew how to do two things back then: teach dyslexics to read through the Orton-Gillingham method and rebuild their self-esteem through programs such as Bounders. Substantial financial aid, competitive faculty compensation, neuroscience, and campus expansion were luxuries that a younger Carroll could only imagine.

By the time I returned to Carroll in 2005, the school had grown well past the experimental stage and was facing the growing pains of a school just entering its adulthood: define itself more specifically, demonstrate competence, and expand focus in its areas of strength.

Now fifteen years later, the campaign has inspired the faculty and administration to think differently, to dream big, and to act rather than wait. Thinking differently also meant Carroll began implementing some of the goals of the campaign before campaign targets were fully met. Educationally, we also refused to wait for the end of the campaign before acting.

We grabbed the concept of GEC (Give Each Child What They Most Need) and dramatically improved program flexibility to better meet the needs of each child.

Carroll educators:

- increased the amount of tutoring and focus block instruction,
- developed and implemented cognitive interventions for all students,
- adjusted students' education according to constant achievement and profile data,
- evolved our teacher training programs, and
- started on the work of building a more diverse, inclusive, and culturally responsive community.

During the five years of active campaigning, Carroll's Board of Trustees and our community also displayed the type of flexibility that defines this school. When the option to purchase the Wayland campus arose by serendipity in the middle of the campaign, the Board seized the moment. The purchase achieved many of the campaign goals, and the impact on our community was immediate. Another related opportunity emerged during the campaign that no one precisely envisioned in planning **If Not for Carroll**, but it made so much sense as a strategic vision. The great success of the campaign inspired the donation of additional gifts of \$7.1 million to purchase 103 acres of land adjacent to the Wayland campus. As a result, Carroll was able to donate 87 acres of conservation land to Mass Audubon.

Listening to hundreds of Carroll friends complete the sentence "If not for Carroll..." was always emotional, often hilarious, and deeply heartening. That is why the **"If Not for Carroll"** campaign resonated with so many sectors of the Carroll community because it highlights a universal truth for our families.

If not for Carroll... so many of our alumni and their families would not be thriving as they are today. Carroll teaches academic skills, resilience, advocacy, and positive mindset. As a result, student achievement outcomes are the best they have ever been in the school's history. The next steps in our journey are destined to promote even more profound results for Carroll students.

# Message from Chuck Brizius P '20

Chair, *If Not for Carroll*

I am beyond thrilled to share with you that **If Not for Carroll** has successfully met and exceeded our \$32 million goal.

With great confidence I can say that, if not for each and every one of you, none of this success would have been possible.

We have seen over and over how our powerful and caring community is capable of achieving anything we put our minds to. Thank you for your overwhelming support of **If Not for Carroll**, and for believing in our vision for Carroll's future.

Together with your support and Carroll's sound financial management, our endowment has grown from **\$5.2 million to over \$20 million** in the past five years: more than **300 percent** of what it was before the campaign.

This is critical not just to our long-term stability, but in helping us to be responsive and prepared for changing economic and academic needs.

**Through it all, you've inspired us to keep dreaming BIG.**

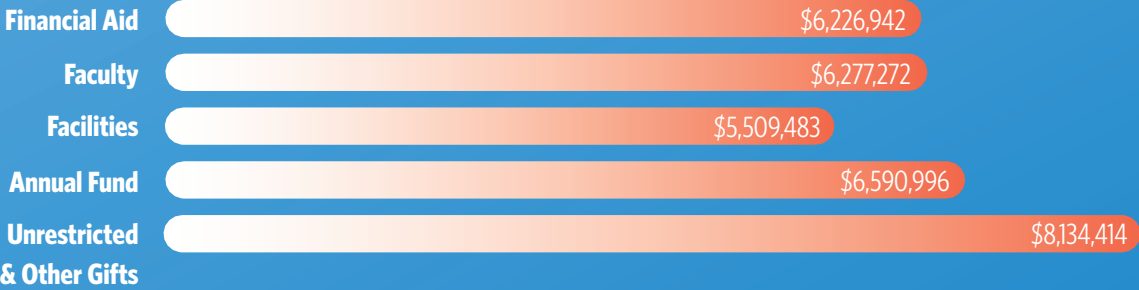
I am so grateful to our Board and our Campaign Steering Committee for their commitment to go above and beyond in supporting this groundbreaking effort for Carroll.



## Campaign Steering Committee

Charles Brizius, Chair  
Steven Angeli  
Jonathan Black  
Michael Champa  
Timothy Connelly  
Christine Maraganore  
Zachary Martin  
Jennifer Mugar  
Richard Waters

## Campaign Priorities



**Total Committed: \$32,739,107**



# At Carroll, we not only understand what it means to think differently—we embrace it.

To us, thinking differently is what makes our students capable of seeing and learning from a unique perspective. We give each child what they most need, so that they, too, can recognize all of their amazing capabilities.

Our teachers and tutors think differently, too, providing every student with data-informed instruction that focuses on how they think and learn as individuals.

Thinking differently is truly fundamental to everything we do.

Five years ago, we decided to think differently about something else fundamental to Carroll's mission: philanthropy.

**What if we created a campaign to raise \$32 million? What could be possible then?**

We could increase **financial aid** resources from \$900,000 to over \$3 million, ensuring that students who need Carroll could have the opportunity to learn the way they learn best.

We could invest more deeply in our **faculty—our tireless and extraordinarily qualified advocates for our students**—by increasing compensation to be more competitive.

We could expand and re-envision our **facilities**, including a new home for Upper School students to thrive together, provide greater access to hands-on arts and technology exploration, and offer new athletics options.

**You didn't let us down, and we're absolutely blown away.**

## Here are some highlights from five years of dreaming big:



**Apr. 2015**  
The Board of Trustees approves **If Not for Carroll** as a \$32 million campaign

**Jun. 2016**  
Kistler Family Faculty Chair is established with the creation of the Kistler Family Fund for Cognitive Intervention and Research

**Jun. 2015**  
Annual Fund surpasses \$1 million



**Sep. 2016**  
Targeted Cognitive Intervention (TCI) platform goes live



**May. 2020**  
Creation of the Hall-Copacino Institute of Professional Study through the establishment of the Hall-Copacino Endowment Fund



**Jan. 2020**  
Creation of the Wilkins Family Endowed Faculty Fund

**Nov. 2017**  
Official celebration of Carroll's 50th year and campaign launch with \$20.4 million raised

**Sep. 2017**  
Gift made to support our first Director of Equity and Inclusion

**Sep. 2017**  
Opening of the Fish Center and the Wayland campus

**Oct. 2017**  
Largest commitment in Carroll's history is made: a \$4 million financial aid endowment funded by a bequest from David and Beverly Watts

**Jun. 2020**  
Successful conclusion of **If Not for Carroll!**

**\$32,739,107**

**Jan. 2020**  
Maureen McGuire Myers Fellows initiated with the creation of the Maureen McGuire Myers Endowment Fund for Faculty Professional Development



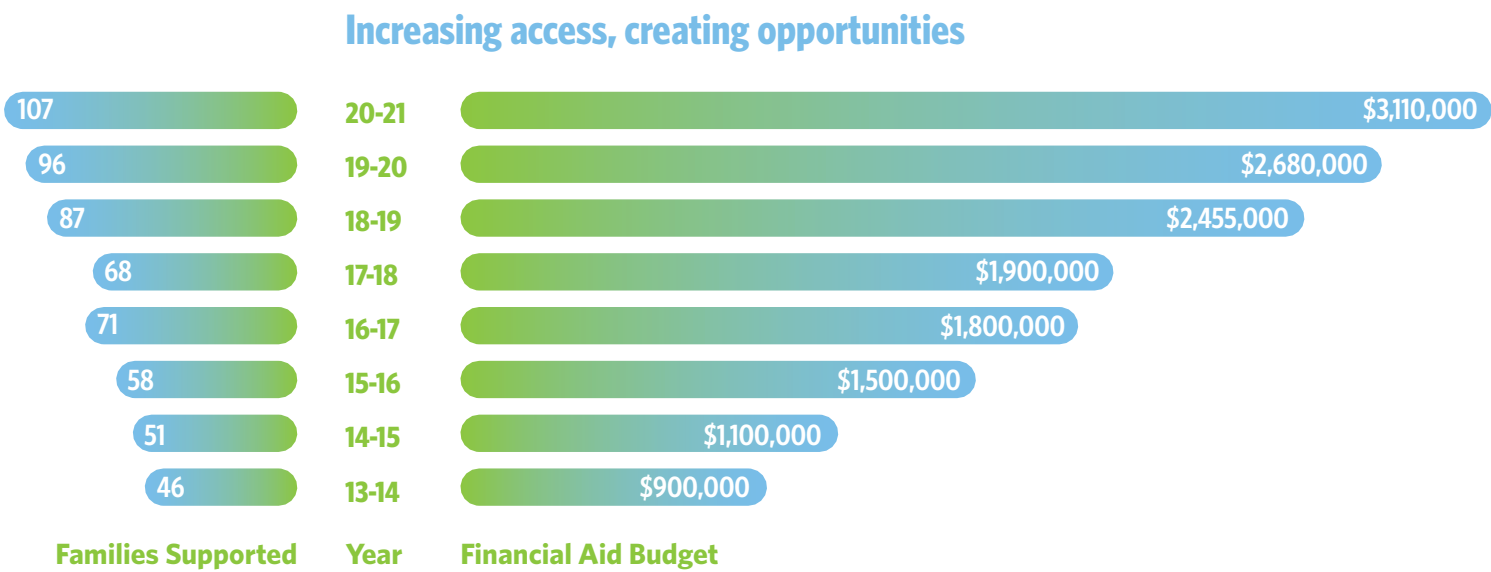
**Sep. 2019**  
Opening of the Arts & Innovation Center in the Gatehouse

**“This groundbreaking campaign has focused on the very things that make Carroll, Carroll: the incredibly prepared faculty, the desire to reach every student who needs them, and the work they do to help our kids be confident, resilient, and successful. We believe that any goal or dream can be on the horizon for a Carroll student, and the campaign has helped keep that a reality.”**

**Mark and Kim GwinnLandry P '23**



With your investment in financial aid... we can eliminate obstacles for students who need Carroll.



Our students come to Carroll because it's their best option to thrive. Their learning differences demand skilled, individualized teaching, tutoring, and one-on-one support that other schools cannot adequately provide.

But what happens when the cost of Carroll is out of reach? Should families be forced to compromise on what their child needs?

**No—and that's why financial aid is essential to our mission.** Over 20% of our families receive some form of assistance.

In the last five years, you've shown us how passionate you are about growing our financial aid resources... including those of you who received funding for your own child to attend.

Together, we're creating a vibrant, diverse community where everyone is welcome, regardless of their background or identification.



It's a terrible feeling for a parent to know your child needs something, the way my son needed Carroll, and to not be able to afford to provide it. Financial Aid is the only thing that made Carroll possible for us.

*When they asked me to get involved as an Annual Fund Ambassador, my answer was 'OF COURSE!' I don't even think of it as raising money for a school —I'm raising money for a kid to get what they need."*

Betsy Gillis P '20

We're grateful we can afford Carroll, but not everyone can—even if it's their child's only path forward.

**When we give to Financial Aid, we not only create broader educational opportunities, we give more children a chance to realize what they can achieve.**

*Who knows who 'the next great (fill in the blank)' will be? With Carroll's help, our students can discover how that title ends for them."*

Darren and Melenda Johnston P '05, '21



# With your investment in faculty... our educators can continue to be the best at what we do.

Our faculty are the beating heart of Carroll. They are learners as much as they are teachers, providing a model of lifelong discovery and curiosity that inspires our students to believe in their own potential.

Their dedication, creativity, and ability to both think and teach differently makes them the number one factor in every student's success.

**If Not for Carroll focused on faculty in two ways:**

- **Increased compensation** for all our teachers and tutors, who provide data-driven, individualized instruction for our students; and

- **Continuing to build on our already high standard of professional development** through funding for a broad slate of courses, including external expert-led seminars and Professional Learning Communities (PLCs) where our educators learn from one another.

With your support, our teachers and tutors can continue to explore experiential curricula and leading-edge education technologies, and implement research-driven pedagogy—a perpetual state of evolution that makes Carroll a standout innovation leader in education for learning differences.

**Our faculty don't see professional development as an add-on—it's essential to who they are as lifelong learners, and essential to our future as a school. With your investment in their professional development, they feel their value to the school being mirrored back into their lives."**

**Allison West • Middle School Division Head**



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**Thank you, Carroll, and my teachers for wanting to help me even when I tried to push you away.**

*You kept coming back, knowing I needed the help, even though I didn't want to accept it. With Carroll teachers helping me, I've changed completely."*

**Melina Poulack • Carroll Student**



**I began my journey as Carroll's first Director of Equity and Inclusion (DEI) eager to join the courageous effort of building a culturally responsive community. Together our leadership, board, faculty, staff, and students are engaging in intentional conversations and learning about difficult topics.**

A diverse perspective among our educators is essential to a student's experience. Our newly established **Fellowship for Teachers of Color** provides two recipients with a full scholarship for the collaborative residency-based Master's degree program in Moderate Disabilities with Lesley University.

Carroll is committed to DEI in every dimension—from teacher training to student growth—and seeing the impact of **If Not for Carroll** on enriching our mission is inspiring."

**Osa Osagie • Director of Equity and Inclusion**

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**What became the Arts & Innovation Center began with a small lunch club in a basement:**

*about 10 tech-loving kids pursuing independent projects driven by curiosity, with faculty present to support them as they went. Now we're hosting 30-50 kids at any given time, and classes are there every day for project-based learning. With new laptops, laser cutters, 3D printers, and a quieter ventilation system, this is an optimal place to learn about engineering.*

*The Arts & Innovation Center gives our students the chance to play to their natural skills and strengths, to build their resilience by powering through obstacles, and to feel successful and strong on their own terms."*

**Louisa French • Integrated Curriculum Coordinator, Middle School Faculty**



**The first time we heard the campaign's name, we were struck by our own ending to the sentence, 'If not for Carroll...'.**

*This school has had a dramatic impact on our son and on so many lives. It has transformed the learning trajectory of thousands of students.*

*We see the success of the campaign as a validation of Carroll's mission, leadership, approach, and work as a global leader in education for learning differences."*

**Leslie and Devin O'Reilly P '20 • Vice Chair, Board of Trustees**





# With your investment in facilities... our students' needs can drive our evolution.

Through **If Not for Carroll**, we've been able to do so much more than we could have imagined—not simply in terms of our brick-and-mortar buildings, but in every aspect of our programming, providing rich opportunities for our students to explore, learn, create, try new things, and play.

Our **Wayland campus** opened in 2017 to give Upper School students a dedicated learning space of their own. That same acquisition provided

us with two beautiful new **athletic fields** and new sports for our student-athletes to play.

With the Upper School successfully launched in Wayland, we could re-imagine our Gatehouse to create the **Arts & Innovation Center**, complete with a fully equipped Digital Studio, Art Studio, multipurpose Maker Labs, and the beloved Fab Lab.

It's now a buzzing, bustling home for creative projects of every kind, and a magnet for different thinkers—the kind of thinkers and doers who will change the world.

“**Learning is intense here—athletics give students a much-needed chance to blow off steam, have fun, and develop confidence.**

*Whether they've been involved in sports their whole lives, or they're getting a first chance to be part of a team, Carroll students now have opportunities to play at every level. It's amazing how our program has grown; with our beautiful new fields, we now have multiple soccer and lacrosse teams. This has allowed us to expand all our athletic offerings, like Ultimate Frisbee, golf, and flag football.”*

**Mike “Coach” Kmetz • Director of Athletics**



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“**Carroll was the first place my son fit in as a learner, and where he found teachers and mentors who brought out his best. I became involved in the search for land as a means for Carroll to improve and grow. One of the reasons I campaigned for the land acquisition in Wayland was because of my son: he's a gifted athlete, and I knew what the athletic fields would have meant to him as a student. Carroll today is a thousand percent better than it used to be; it's evolved from the 'Little Engine That Could' to an absolute force.”**

**Laura Rehnert P '08 • Trustee**



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# With audacious vision and commitment ... our momentum will continue for years to come.



## Message from Richard C. Waters P'11 Chair, Board of Trustees

I've seen first-hand the incredible impact of Carroll's work in my son's life and that's why I'm honored to serve as the Chair of the Board of Trustees. On behalf of everyone on the Board, I want to thank you for making **If Not for Carroll** such an extraordinary success.

We knew our community would step up to give, and you've made it clear you are as excited about Carroll's future as the Trustees are! As we look ahead to what's next, the exceptional standard you've set for philanthropy will continue to fuel innovation, imagination, and inspiration for our faculty and students. Now that we know what's possible, there's no going back.

In November 2019, the Board gathered for a strategic planning retreat to have discussions and make decisions about how to best support our mission as a life-changing educational program. We knew we must build on our firm financial foundation, stewarding our resources with vision and wisdom—and your ongoing philanthropy is critical to achieving this goal.

Over two intense days, the Board affirmed that improving faculty compensation, increasing financial aid, and deepening our professional development in key areas, including educational technology and neuroeducation, must remain a strong focus for Carroll. Growth of financial aid, along with our efforts to minimize tuition

increases, will help us foster a diverse, inclusive community, and make Carroll more accessible for all. Leading-edge research initiatives, such as our partnership with the Gabrieli Lab at MIT, position us as a thought leader in education for people with language-learning differences.

The tremendous gifts that led to the acquisition of the Wayland campus and the additional property adjacent to it have presented us with greater flexibility to make choices about the best use of our property and facilities.

In the years to come, your investment in the Annual Fund and other long-term fundraising initiatives at Carroll will empower us to build a sustainable fiscal future, and to realize new opportunities as they arise. With you, we can continue to lead the way, to advance our field, and to give each child what they most need throughout their time here... and beyond.

It's been an amazing five years, and there's even more we can do with your support. My personal thanks to each and every one of you for thinking differently about your commitment to Carroll, and your passion for what Carroll can accomplish in the lives of our wonderful students. With your help, every big dream can be a reality.

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## Carroll isn't like any other community I've been a part of.

*Other schools feel like a 'nice to have' to me now... and Carroll is a must. I can't imagine not giving in some form or fashion, because I've experienced firsthand the way Carroll changes lives. Giving to the Annual Fund is integral to a healthy operating budget, and that budget is key to everything the faculty, staff, and administration do.”*

**Jonathan Black P '22**  
Trustee and Chair, Annual Fund



## Board of Trustees

Steven Angeli	Mary Loeken	Gregory O'Brien '99
Jonathan Black	Steven Kaplan	Thomas O'Brien
Charles Brizius	Becky Kidder Smith	Devin O'Reilly
Andrea Brooks	Diana Knightly	Laura Rehnert
Michael Champa	Caroline Kuhlman,	Amanda
Charles Cimino,	ex-officio	Rodriguez '85
ex-officio	Joshua Levy,	Michael Simon
Rena Clark	ex-officio	Richard Waters
Timothy Connelly	Christine Maraganore	Heidi Webster
Jennifer Fulton	Zachary Martin	Stephen Wilkins,
Nicole Gilmore	Jennifer Mugar	ex-officio
Corey Griffin	Harry Nudelman	Willie Yandow

## Making a difference right now

Our Annual Fund makes a big difference in how we evolve and thrive each year—and your generosity will continue to fuel innovation across the school. You rose to the challenge to increase the Annual Fund from \$1.1 million in 2015 to more than **\$1.3 million** in 2020. Together, we will continue to build and strengthen this foundation.



“

## When I came back as a teaching assistant years after attending Carroll, I was envious of the kids I was teaching—

*we had learned so much in that short time about how to address learning differences! Targeted Cognitive Intervention (TCI) is something I'm particularly excited to contribute to as a donor, because I think it's a prime example of how Carroll is continuing to lead the way.”*

**John Bok '06**

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Carroll School



**Carroll School empowers children with language-based learning differences, such as dyslexia, to become academically skilled students who are strong self-advocates and confident lifelong learners prepared to enter other academic settings.**

**Lower School**

1841 Trapelo Road  
Waltham, MA 02451

**Middle School**

25 Baker Bridge Road  
Lincoln, MA 01773

**Upper School**

45 Waltham Road  
Wayland, MA 01778

781.259.8342  
[carrollschool.org](http://carrollschool.org)