

# PROSPECTUS

ACHIEVING THE FINANCIAL OBJECTIVES  
OF THE EXETER INITIATIVES

## THE EXETER INITIATIVES

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The Annual Giving Fund	\$ 46.0 million
The Financial Aid Initiative	\$ 70.0 million
The Faculty and Staff Endowment Initiative	\$ 71.0 million
Endowed faculty chairs & professional development for staff and faculty	\$ 67,000,000
A new Childcare Center	\$ 3,500,000
New programs prompted by curriculum review	\$ 500,000
Physical Education Initiatives	\$ 14.8 million
A new Squash Center	\$ 12,800,000
Renovation of Love Gym pool	\$ 2,000,000
Community Initiatives	\$ 77.2 million
A new Academy Center	\$ 27,200,000
Community Housing Initiative	\$ 28,500,000
A new Health & Wellness Center	\$ 10,500,000
Campus landscaping plan	\$ 5,000,000
Other campus projects, such as the Phillips Church renovation	\$ 6,000,000
Unrestricted Endowment	\$ 4.0 million
Restricted Endowment	\$ 10.0 million
Support for Current Operations	\$ 12.0 million
<i>Total Objective for The Exeter Initiatives</i>	<i>\$305.0 million</i>

Look behind any activity at the Academy, whether in classrooms, athletics or residential life, and you will find two kinds of gifts that allow Exeter to function: gifts to the endowment and gifts to the Annual Giving Fund. Both help limit Exeter's reliance on tuition and help sustain its unique approach to education. The mission of the Exeter endowment is to provide consistent, yearly support, not only for this year, but for all the years to come. Consequently, although the endowment is powerful, it is by definition restricted: only a portion of its value can be spent each year.

The mission of the Annual Giving Fund is to support Exeter in the here and now: where the endowment is by definition restricted, the Annual Giving Fund can step in, providing flexible, immediate funds. Its purpose is to ensure that Exeter has the dexterity to act on the needs that arise each year, whether that be enough financial aid to assist an additional student in need or the right salary to attract an exceptional teacher in biology.

The Annual Giving Fund supports roughly 10 percent of the Academy's activities each year. It would require approximately \$137 million in endowment to generate the amount given annually through the Fund by alumni/ae, parents and friends. The impact of their gifts cannot be overstated. Imagine, for example, 10 percent missing from the financial aid budget or from teachers' salaries. Exeter would continue, and it would remain a good school, but the special margin of excellence that is evident across campus would be diminished.

The Annual Giving Fund is, therefore, the first priority of The Exeter Initiatives. Our goal is to increase the flexible resources at Exeter's disposal each year, so that the Academy can respond more effectively to the needs that arise, particularly those in financial aid and faculty salaries. While it will take a number of years to reach the endowment goals of The Exeter Initiatives, gifts to the Annual Giving Fund can be put to work immediately. The power of thousands of Exonians joining their gifts together can help us move forward quickly to increase financial aid and faculty compensation.

At the launch of The Exeter Initiatives, the Annual Giving Fund had already received gifts totaling \$16 million. Over the next five years, our goal is to average approximately \$6 million per year for a total of \$46 million. This represents an increase of approximately 10 percent over what has historically been contributed on an annual basis.

The goal is ambitious, but achievable. Exeter is asking every Exonian to consider making the unique mission of the Annual Giving Fund a priority each year. The Academy is also seeking greater philanthropic leadership in the Fund through The 1781 Society. Greater participation at all levels will increase Exeter's ability to meet the needs of students and teachers and to uphold its high academic standards in every year.

### *Gift Levels of The 1781 Society*

\$100,000 and above	Principal's Circle
\$50,000–99,999	<i>Non Sibi</i> Associate
\$25,000–49,999	Harkness Associate
\$10,000–24,999	John Phillips Associate
\$5,000–9,999	Daniel Webster Associate
\$1,781–4,999	Founder

## THE FINANCIAL AID INITIATIVE

**\$70.0 MILLION**

A good debate in today's Harkness classroom still demands that Exeter students be highly intelligent and that they speak from a variety of perspectives. Conversation around the table would be greatly diminished if Exeter students were all derived, for example, from the same socio-economic, ethnic, or religious circumstances, or from the same regions of the country, or if they all possessed the same academic interests. Exeter's fundamental premise is that it should be equally open to the brightest students from all backgrounds, and no matter what their financial means.

Yet paying for an Exeter education today requires significantly more of an average family's income than it did 20 years ago. Even with tight fiscal management, a strong Annual Giving Fund, and a healthy, growing endowment, the highly personal nature of the Harkness table and residential living make Exeter a labor-intensive (and therefore costly) enterprise. In recent years, as financial need among families has grown, Exeter has been able to offer more financial aid thanks to expanded resources contributed by generous alumni/ae and parents. During the 1990s in particular, the Academy gained significant ground for middle-income students whose representation in the Exeter student body had been declining over previous decades. Today, 34 percent of the student body receives assistance, versus 26 percent in 1980.

Yet financial aid resources remain limited, and the Academy is not able to accept all of the students it would most like to admit. The financial aid picture is never static: in recent years, the economy has created even more need for financial assistance, not only in the applicant pool, but also among students who are already enrolled. A final complicating factor is that as Exeter has promoted its aid program, the percentage of financial aid applicants who accept the offer of admission has been increasing, placing greater strain on the existing financial aid budget.

The good news is that Exeter has more students than ever before receiving financial assistance, and the Academy would like to accept even more qualified applicants. The difficulty is that this poses a tremendous financial challenge for the Academy. The solution, paired with responsible fiscal management, is to increase Exeter's endowment resources for financial aid. The Financial Aid Initiative aims to

raise \$70 million, which will provide an additional \$3 million to the financial aid budget on a yearly basis. This will allow Exeter to move the percentage of students on aid from roughly 34 percent each year to 40 percent and to accept all of the best-qualified students.

*Financial Aid Initiative Naming Opportunities*

**General Scholarship Endowment Fund** \$100,000  
*(These funds support the general scholarship budget.)*

**Named Scholarship Endowment Funds**

*(These funds support specific students who are identified as fund scholars.)*

Partial Scholarship Endowment Fund \$150,000  
*(Provides approximately one-quarter of an average scholarship award.)*

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Major Scholarship Endowment Fund \$300,000  
*(Provides approximately half the average scholarship award.)*

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Day Student Scholarship Endowment Fund \$450,000  
*(Provides approximately the average award for a day student.)*

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Boarding Student Scholarship Endowment Fund \$600,000  
*(Provides approximately the average award for a boarding student.)*

**THE FACULTY & STAFF ENDOWMENT INITIATIVE**

**\$71.0 MILLION**

**Endowed Positions and Professional Development** **\$67.0 million**

Within the next 15 years, 40 percent of the Exeter faculty is expected to retire. While this figure represents fairly typical turnover for the Academy, it highlights the need for Exeter to pay continual attention to attracting candidates of equally high caliber to replace these senior teachers. More than any other factor, these new teachers will influence the quality of education at the Academy for the next half century.

Today there is much greater competition for the high-caliber faculty and staff who are capable of meeting Exeter’s standards. With a wider range of options open to candidates in public magnet schools and independent day schools, as well as opportunities in business, finance or technology that did not exist 20 years ago, we must ensure that our compensation, professional development opportunities and quality of life in a boarding school community are outstanding. For the faculty, Exeter must consider the

two demanding roles held by its teachers—those of classroom instructor and residential adviser—and retain individuals who excel in scholarship and teaching while also being committed to working with adolescents in a residential setting. For the staff, Exeter must consider the changes that have occurred in educational support services over the last 20 years, as well as the rising cost of living in the Seacoast area of New Hampshire. Running a 24-hour-a-day educational institution requires more complex skills today, as well as a staff that is committed to supporting the work of teachers and students.

To address this challenge, Exeter has formulated the Faculty and Staff Endowment Initiative, which represents a new endeavor in secondary education. To our knowledge, no other school, and only a handful of select colleges and universities have attempted anything similar. The Distinguished Professorships component of the Initiative is based on the Sterling Professorships at Yale and the University Professorships at both Harvard and Princeton. The Academy is taking a bold step forward in faculty support and recognition that will serve as a model for secondary schools in the years ahead.

The Initiative will endow a total of 29 faculty positions and will also support a professional development fellowship program for faculty and staff. In addition to funding a teacher’s salary, each endowed position will also carry a professional development award, which will permit the instructor to conduct research, attend conferences, travel or pursue other enrichment activities. Taken together, the compensation program and professional development opportunities will give Exeter a competitive advantage in recruitment and retention of the candidates Exeter most wishes to attract—faculty and staff who are committed to education and eager to grow in their chosen fields.

*The Faculty & Staff Endowment Initiative Naming Opportunities*

**Academic Appointments**

Distinguished Professorship	\$2.5 million
Academy Teaching Chair	\$1.75 million
Instructorship	\$1.25 million
Faculty and Staff Professional Development Fellowships	\$500,000

**Administrative Appointments**

*(Professional development funds associated with the positions listed below will support department-specific activities, such as student recruitment for the Dean of Admission, faculty recruitment for the Dean of Faculty, etc.)*

Department Chair	\$2.5 million
Dean of Admission	\$10 million
Dean of Faculty	\$10 million
Dean of Students	\$10 million
The Principalship	\$25 million

## A New Childcare Center

\$3.5 million

The Exeter area offers few childcare alternatives, and in recent years, the lack of openings in the vicinity has caused candidates to decline Exeter's offer of employment. Childcare is also of high concern for many faculty and staff already working at the Academy. The Academy is home to well over 100 faculty children, 52 of whom are 6 years old or younger. Add the children of staff members to this figure, and the demand is extremely high for childcare at PEA. The Academy has an excellent onsite children's center, as well as an after school program, but neither possesses enough openings to cover the existing need. A new and larger children's center is therefore an urgent priority within The Exeter Initiatives.

## The Curriculum Review

\$500,000

Exeter is completing its first schoolwide curriculum review in roughly 20 years. The review has reaffirmed Harkness teaching and Exeter's rigorous skill-based curriculum, while also identifying enhancements to be made to keep pace with our changing world. In general, the recommendations focus on computer science and algorithmic thinking; learning through community service; and engaging students to think about powerful forces shaping our times, including globalization, the environment, technology and cultural pluralism in the United States.

The faculty is currently refining its recommendations and beginning to develop specific programs that will enrich the curriculum. This component of The Exeter Initiatives will prepare the school financially to implement new programs stemming from the review. It will also allow departments to pursue continuous curricular assessment and innovation for the future.

## PHYSICAL EDUCATION INITIATIVES

\$14.8 MILLION

The trustees and the physical education department have completed a careful study of physical education facilities in relation to instructional and interscholastic programs. They have determined that there are a number of improvements that must be made to ensure continued excellence in physical education. Because the needs are extensive, rigorous choices have been made about what can be funded at this time. The first phase of improvements is included in The Exeter Initiatives, addressing the two spaces on campus that have fallen furthest behind competitive standards.

## A New Squash Center

\$12.8 million

Exeter has had only three temporary regulation courts to support its squash program since secondary schools adopted the international game standards more than 10 years ago. Thanks to early leadership gifts, Phase One of this project is funded and will convert seven of the existing squash courts (which do not meet competitive regulations) into six new international courts and will construct an additional four exhibition courts for competitive play. Phase Two, when funded, will construct a mezzanine viewing area and another six courts for a total of 16 regulation courts. New entrances will make both the competition and mezzanine levels accessible to other areas of the Love Gymnasium complex. The new squash center will be of a standard that allows Exeter to host national and international competitions.

## Renovation of the Love Gym Pool

\$2.0 million

The Love Gym pool has not kept pace with the evolution of competitive swimming, diving and water polo. This project will eventually rebuild the competition pool to the higher standards. In addition to restoring Exeter's ability to host interscholastic competitions, the new pool will greatly enhance our ability to attract the finest swimming, diving and water polo student-athletes.

## COMMUNITY INITIATIVES

\$77.2 MILLION

Exeter has developed an interrelated set of initiatives that pays close attention to the importance of place, community and facilities in a residential school. At the heart of these initiatives is an emphasis on supporting the connections forged outside the classroom between and among students and faculty. It is through the subtle working of connection and community that Exeter can encourage the understanding of goodness that John Phillips believed was equal to the understanding of knowledge at the Academy. While goodness is often the subject of discussion in our classrooms, the practice of goodness tends to take place in our experience of community. These projects place this kind of learning as a priority within The Exeter Initiatives.

## The Academy Center

\$27.2 million

Thanks to early and generous philanthropic leadership, the construction of a new Academy Center in the former Thompson Science Building has been fully funded, including the endowment to cover future maintenance and renewal. When complete, the Academy will, for the first time, have a facility that can offer central support for the vast number of community and extracurricular activities taking place on campus. The Center will act as a community crossroads, bringing together the student activities program and club meeting spaces for such groups as the *PEAN*, *The Exonian*, and WPEA; the Grill and campus post office; a new day student center; and a modest performance/lecture hall. The Center will also free much-needed space in the Academy Building, Phillips Hall, and Davis Student Center, which can then be put to more appropriate academic use. A process is now under way to prioritize the current and future program needs in these spaces.

## The Community Housing Initiative

\$28.5 million

A housing shortage and the uneven quality of existing faculty apartments and homes present a significant obstacle to faculty recruitment and to student advising at Exeter. The two components of this Initiative described below will enable the Academy to make a simultaneous commitment to improving both dormitory and post-dormitory housing. The result will be a sustainable advantage in an increasingly competitive hiring market for faculty (referenced earlier under the Faculty and Staff Endowment Initiative), as well as enhancements to faculty-student advising.

### Dormitory Renovations & Enhancements

\$16.5 million

Exeter expects faculty to make a commitment to 10 years of dormitory service. These teachers need dormitory apartments that are not only conducive to supervising and mentoring students in the dorm, but that also provide high-quality, private space for their families. Many of Exeter's dormitory apartments do not fit this standard. Conditions often cause dormitory faculty to move from year to year in order to obtain more appropriate living quarters for their families. This situation undermines the strong personal connections that are important between Exeter dorm faculty and their advisees. By contrast, dormitories such as Main Street or Wentworth (equipped with quality faculty apartments) have had stable dorm teams for 10 years or more, providing continuity in advising for students and in communication with parents. Building on the success of recent renovations in Cilley Hall and other dorms, this Initiative will bring dormitory housing up to a higher and more equitable standard across campus. In the process it will continue to reduce the dormitory adviser-advisee ratios, again following the model of Cilley Hall and other dorms. Both outcomes will greatly enhance Exeter's ability to support strong mentoring relationships between dormitory advisers and their advisees

### Post-dormitory Housing

\$12.0 million

Post-dormitory housing is also in need of considerable improvement so that it will no longer present a recruiting deterrent for faculty. When Exeter began this Initiative three years ago, it housed only 76 percent of its faculty, the lowest percentage of its peer group. Schools such as Andover, Groton, Lawrenceville and St. Paul's house 90 to 100 percent of their faculty. The Academy, however, has significantly fewer houses to offer faculty who have completed their 10 years of dormitory service.

The lack of post-dormitory housing (and the prohibitive cost of real estate near campus) has forced many faculty to purchase homes at considerable distance from campus when they leave the dormitories. At driving distances from 15 to 50 minutes away, these faculty are limited in their ability to continue as student advisers and affiliates with dormitories, and also in their ability to participate in the general life of the PEA community.

The Academy would prefer to keep these experienced teachers within a five-minute walk of campus, so that students have convenient access to their advisers and teachers. To achieve this goal, the Community Housing Initiative aims to raise \$12 million to build or purchase 16 new post-dormitory homes near campus. Thanks to early philanthropic leadership, \$4.5 million has already been contributed to this Initiative.

*Community Housing Initiative Naming Opportunities*

Four post-dormitory homes constructed on O’Neil Court	\$1 million each
Four post-dormitory homes purchased near campus	\$1 million each

**A New Health & Wellness Center** **\$10.5 million**

Exeter has just completed a review of the programs of Lamont Health and Wellness Center (formerly known as Lamont Infirmary), including all medical and support services, the health education programs, and any physical education programs that have a connection to the Center. Constructed in 1923, Lamont has received minimal maintenance over the years and is now in need of serious renovation. A task force has concluded that construction of a new center near Love Gymnasium is the most cost-effective option. The current building does not meet the physical standards for the kind of modern health-care facility Exeter should employ. It will therefore be renovated for use as a dormitory that will house three faculty families and roughly 30 students. (This renovation of the former health center will in turn support the faculty recruitment and student advising objectives described earlier under the Community Housing Initiative.)

The new Health and Wellness Center will significantly enhance Exeter’s ability to provide short-term health services, counseling and educational programs. It will allow the health-care staff and the physical education staff to collaborate more effectively on joint objectives, which include promotion of health and fitness and the treatment of athletic injuries.

**Campus Landscaping Plan** **\$5.0 million**

Renewal of the Exeter landscape began in 2000, with the transformation of the Academic Quad (located between the Academy Building and Jeremiah Smith Hall). Subsequent projects have greatly improved the livability of a campus where students and teachers reside together. Thanks to the foresight of two generous donors, the landscape plan is now funded and complete.

**Other Campus Projects** **\$6.0 million**

These campus improvements, such as the Phillips Church renovation and tennis court refurbishment, have all been funded and completed thanks to the generosity of early leadership donors.

## THE EXETER INITIATIVES LEADERSHIP COMMITTEE (In Formation)

### Chair

Charles T. Harris III '69, *Darien, CT*

### Vice-Chairs

Robert A. Ho '73, *Hong Kong*

Eunice C. Johnson '84, *Boston, MA*

Stephen F. Mandel Jr. '74; P'03, P'08 *Greenwich, CT*

James H. Ottaway Jr. '55; P'78, *Campbell Hall, NY*

Thomas F. Steyer '75, *San Francisco, CA*

David K. Welles Jr. '70, *Maumee, OH*

### Leadership Committee (in formation)

Brenda K. Meadow & Scott F. Meadow P'05, *Chicago, IL, national Parents Fund chairs*

Richard J. Ramsden '55, *Lyme, NH, national planned giving chair*

Michael V. Oneal '74, *Brooklyn, NY, national Annual Giving Fund chair*

K. Tucker Andersen '59, *Warren, CT*

Charles W. Bitzer '81, *Indianola, PA*

Leigh A. Bonney '76, *Old Saybrook, CT*

Peter A. Brooke '48, *Boston, MA*

Daniel G. Brown '82, *Exeter, NH*

E. Paul Casey '48; P'73, *Hobe Sound, FL*

Keith Colburn '66, *Northbrook, IL*

Langdon P. Cook '56; P'85, *Greenwich, CT*

John A. Cosentino Jr. '67, *Simsbury, CT*

Flobelle Burden Davis '87, *New York, NY*

Julie A. Dunfey '76; P'08, *Hopkinton, NH*

John J. Fisher '79, *San Francisco, CA*

David E. Goel '89, *Waltham, MA*

Preston B. Hotchkis '47, *Santa Barbara, CA*

G. Thompson Hutton '73, *Atherton, CA*

Alan R. Jones '72, *Novato, CA*

Edward W. Kane P'02, P'05, *Concord, MA*

Thomas L. Kelly II '76, *Denver, CO*

Philip H. Loughlin III '57; '76 (Hon.); P'87, *Weston, MA*

P. Andrews McLane '65, *Weston, MA*

Ricardo A. Mestres Jr., Esq. '51; P'76, *New York, NY*

Stanford N. Phelps '52, *Greenwich, CT*

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Principal Tyler C. Tingley '48, '64, '01 (Hon.); P'99, *Exeter, NH*

Remy W. Trafelet '88, *New York, NY*

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Suzy Welch '77; P'07, *Boston, MA*

William T. Weyerhaeuser '61, *Eatonville, WA*

Peter K. Williams '81, *Avon, CO*

John J. Ying '80, *Hong Kong*

Paul A. Zevnik '68, *Washington, D.C.*

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