

## Board of Directors

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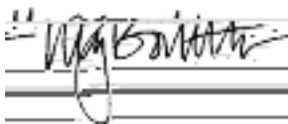
Henry P. Becton, Jr.

Jacqueline Blombach

David Bush-Brown

William G. CreelmeErOw|p

Letter from the Execu

A handwritten signature in black ink is written on a musical staff consisting of five horizontal lines. The signature is cursive and appears to read "W. B. Smith". The signature starts with a double bar line on the left and ends with a double bar line on the right. The letters are connected and fluid.


# STUDENTS

# 2007-2008

Gayle Koyanagi  
Katherine Mazzone  
Michelle Mercaldo  
Glee Mollan  
Kaylie Rosborough  
Anita Page-Svensson  
Michael Sprague  
Beth Thompson-  
Robbins  
Jack Thompson  
Vinh Tran  
Bridget Ann Walsh\*

Robert Purcell\*  
Nate Reyburn\*  
Michael Shaw\*  
Emily Townsend\*

## Preservation Carpentry

Ryan  N

## Locksmithing

Sean Hamel\*  
Brendan Larrabee\*  
Thomas Lemere\*  
Seth Mason\*  
Christopher McGuirk\*  
Sean O'Mara\*  
Larry Pinkerton  
Michael Raymond\*  
Terrence Simmons

## Basic Piano Technology


Katheryne Cahill\*  
Erik Diehl\*  
Eric Donnelly\*  
Brian Greene  
Richard Gruenler\*  
Elizabeth Harris\*  
Jade Hecht\*  
Marguerite Lykes\*  
Erica Miao\*  
Matthew Quinlan\*  
Russell Andy Reach\*  
Rachel Elizabeth Rose  
Christopher Storch\*  
John Stothoff\*  
Laura Wyeth\*

## Advanced Piano Technology

William Chubb III\*  
Seth de Berry\*  
Jacob Gonchar\*  
Shawn Hansen\*  
Xiaodan Liu\*  
Kevin Luke\*

**In recent years** North Bennet Street School has invested a significant amount of time defining and confirming the mission and vision of the long-standing organization. The school's leadership is firmly convinced that the School continues to play a unique and important role by training students for careers in traditional trades that use hand skills. Through full-time programs and short term workshops, NBSS has significant reach, and the school is currently at capacity in a number of its programs. After a period of transition, the school has also begun to strengthen its internal management capacity and structure. At the same time, the school's North End facility is overcrowded and in many ways poorly suited to the school's needs. While NBSS has a satellite facility in Arlington that has provided some flexibility in terms of available space, it also complicates the operations and management of the school. These space constraints and operating challenges have caused the school to come to a plateau in its growth and development, prompting the school's call

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**At the most basic level**, the research confirmed the sentiments expressed by senior leadership at the outset of this process – the NBSS mission to prepare students for work in the trades is both unique and valued.

**Faculty and staff consistently report that the key strengths of NBSS are embedded in the school's unique character and traditions that emphasize quality and excellence in craftsmanship.** There is unanimous agreement that the school's unwavering commitment to high quality craftsmanship and preparing students for work in traditional trade fields are what make the institution truly unique. The school's commitment to these values is evidenced in its emphasis on its selective admissions process, its high expectations of its students, and the dedication of a mature and talented student body.

**Similarly, current NBSS students and alumni exhibit high levels of satisfaction across programs.** The constituent survey revealed strong satisfaction levels for course instructors, course curriculum, the application and enrollment process, and the overall experience



It is central to the school's mission to  
b









The varied structures



Master  
Craftsperso

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1571/02/PN/5752

Doris C. Freitag  
Stephen Friedlaender  
John F. Gifford,  
*Jewelry '97, Furniture '01*  
Miguel Gómez-Ibáñez,  
*Furniture '99*  
Nehemias Gorin  
Foundation  
Richard Grubman &  
Caroline Mortimer  
Brian Holt  
Barbara R. Kapp  
Wallace Kemp  
L. Patton Kline Family  
Foundation, Inc.  
Charles L. Kline,  
*Furniture '05*  
Laura Kline & Michael  
Lazarus  
Catherine C. Lastavica  
Francis J. Lynch  
Nancy L. Maul  
Walter H. McDonald  
Stephen J. Memishian  
Mr. & Mrs. Preston R.  
Miller, Jr.  
Peter Nessen  
Marie Oedel,  
*Bookbinding '02*  
Richard Oedel,  
*Furniture '05*  
Lynn C. Osborn  
Morgan Palmer  
Finley Perry  
Pomeroy & Co., Inc.  
Mr. & Mrs S. Parkman  
Shaw  
Shawmut Design and  
Construction  
Sholley Foundation  
William & Laura Shucart  
Lewis J. Surdam,  
*Piano '80 (Piano)*  
Elizabeth Thomson  
Anne Van Nostrand  
*(Bookbinding)*  
Robert C. Weir  
Jane Wilson  
Norman & Rosita  
Winston Foundation,  
Inc.  
"The Woods" Charitable  
Foundation

Thomas S. McAndrews,  
*Furniture '03*

Dennis McCarten,  
*Violin '06*

Judith B. McDonough

William McGuffin,  
*Piano '79*

Gretchen A. Meyers,  
*Carpentry '01*

Daniel Michaels,  
*Carpentry '98*

Nina Moore-Howell,  
*Jewelry '94*

Robert V. Mullen,  
Nils A. Ohlson,  
*Furniture '85*

Elissa O'Loughlin

Patrick O'Shaughnessy,  
*Carpentry '06*

Sonja Piilgaard Reid,  
*Bookbinding '98*

Jack L. Renner (*Piano*)

Ira Richer, *Furniture '02*

Deborah L. Rossi,  
*Bookbinding '02*

Catherine Saines

Rebecca Searls

Nicki Skipper, *Piano '93*

Craig Smith,  
*Preservation Carpentry '98*

Barbara St. Clare Post

Josene M. Steinberg,  
*in honor of Burton Harris,*  
*Furniture '97*

Michelle Stranges,  
*Piano '94*

Molly Sturges, *Piano '00*

Donald J. Sutkus,  
*Furniture '04*

Jane A. Swanson,  
*Furniture '93*

John Toto, *Carpentry '06*

Salvatore Ursino

Ruth Van Dine, *Piano '00*

David H. Wellington,  
*Furniture '98*

Leslie Wills, *Furniture '04*

Dr. & Mrs. Bertil Wolf

John V. Yore, *Piano '03*

Peter Yozell

Brian Yurewicz,  
*Preservation Carpentry '00*

North Bennet Street School  
Treasurer's Report  
August 1, 2007 - July 31, 2008

Ladies and Gentlemen:

I am pleased to present the Treasurer's Report for the North Bennet Street School for the fiscal year beginning on August 1, 2007 and ending on July 31, 2008.

The School closed the fiscal year with net assets of \$4,500,403, which represents a 5.1% increase over the prior year. This p


North Bennet Street School  
Statement of Activities  
For the Years Ended July 31, 20

Pop-Up Extravaganza\*

Suitcase Full of  
Pop-Up Books\*

## Calligraphy & Paper Arts

Copperplate Script\*

Introduction to  
Calligraphy (2)

Introduction to  
Marbling\*

Manuscript Gilding &  
Illumination (2)

## Carpentry and Preservation Carpentry

Historic Timber  
Framing

Platform Framing

Window Sash  
Restoration

## Jewelry

The Art of Mokume  
Gane Patterning\*

Bezel Making & Setting  
for Faceted Stones

Exploring the Ring\*

Fun



Kevin Mack CFM '08  
Nicholas Maraldo CFM  
'07  
Dennis J. McCarten  
VMR '06  
Jonathan McLean CFM  
'92  
Peter Michelinie CFM  
'08  
Amanda Nelsen BB '07  
Adam O'Donnell JMR  
'05  
Richard Oedel CFM '04  
Ford B. Ogden PC '94  
James Reid-  
Cunningham BB '90  
Emily Scott JMR '07  
Dean Stillings CFM '97  
Matt Wajda CFM '00  
Sarah West JMR '97

## Craft Boston

World Trade  
Center  
March 27-30, 2008

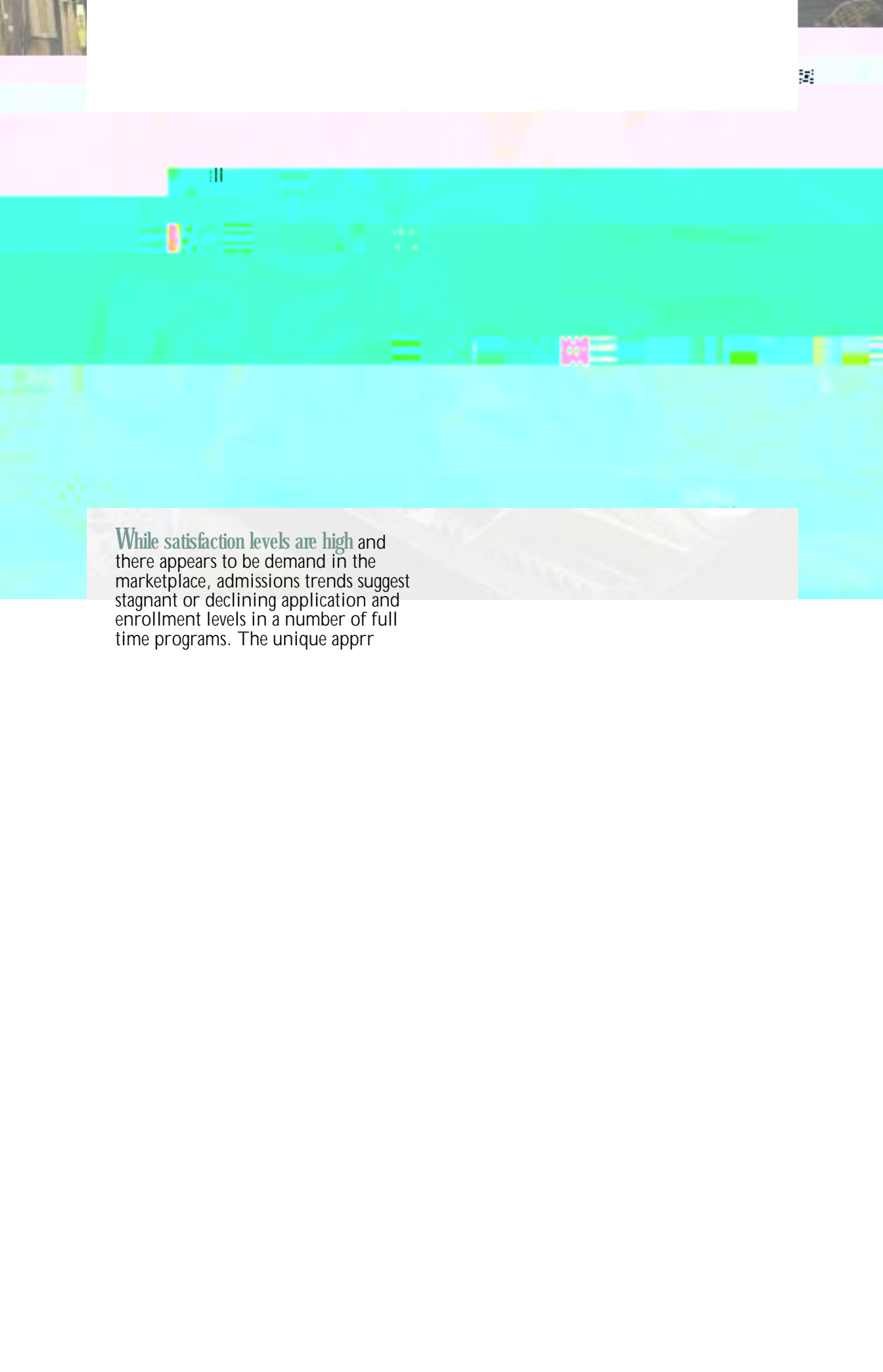
Kevin Ainsworth CFM  
'09  
Joseph Balboni JMR '08  
David Benetello CFM  
'08  
Brian Boyd CFM '08  
Rebecca Caswell BB '09  
Eli Cleveland CFM '09  
Jade Drakes JMR '08  
John Ewart CFM '08  
Monica Feeney BB '08  
Aude Gabory BB '09  
Andrew Glenn CFM '08  
Saedis Bauer  
Halldorsdottir JMR '09  
Yumiko Harris BB '08  
Sarah Johnston-French  
BB '09  
Justin Keegan CFM '09  
Gayle Koyanagi JMR '09  
Keith McIntosh CFM  
'08

Michelle Mercaldo JMR  
'09  
Glee M. Mollan JMR '09  
Jean-Pierre Parnas CFM  
'08  
Elizabeth Rideout BB  
'08  
Kaylie Anne Rosborough  
JMR '09  
Erika Safran VMR '09  
Katie Smith BB '09  
Michael Sprague JMR  
'09  
Christoph Streubert  
CFM '09  
Christina Q. Thomas  
BB '08  
Jack Thompson JMR '09  
Paul Trombly VMR '09  
Bridget Walsh JMR '09  
Katherine Westermann  
BB '09  
Wendy Withrow BB '08

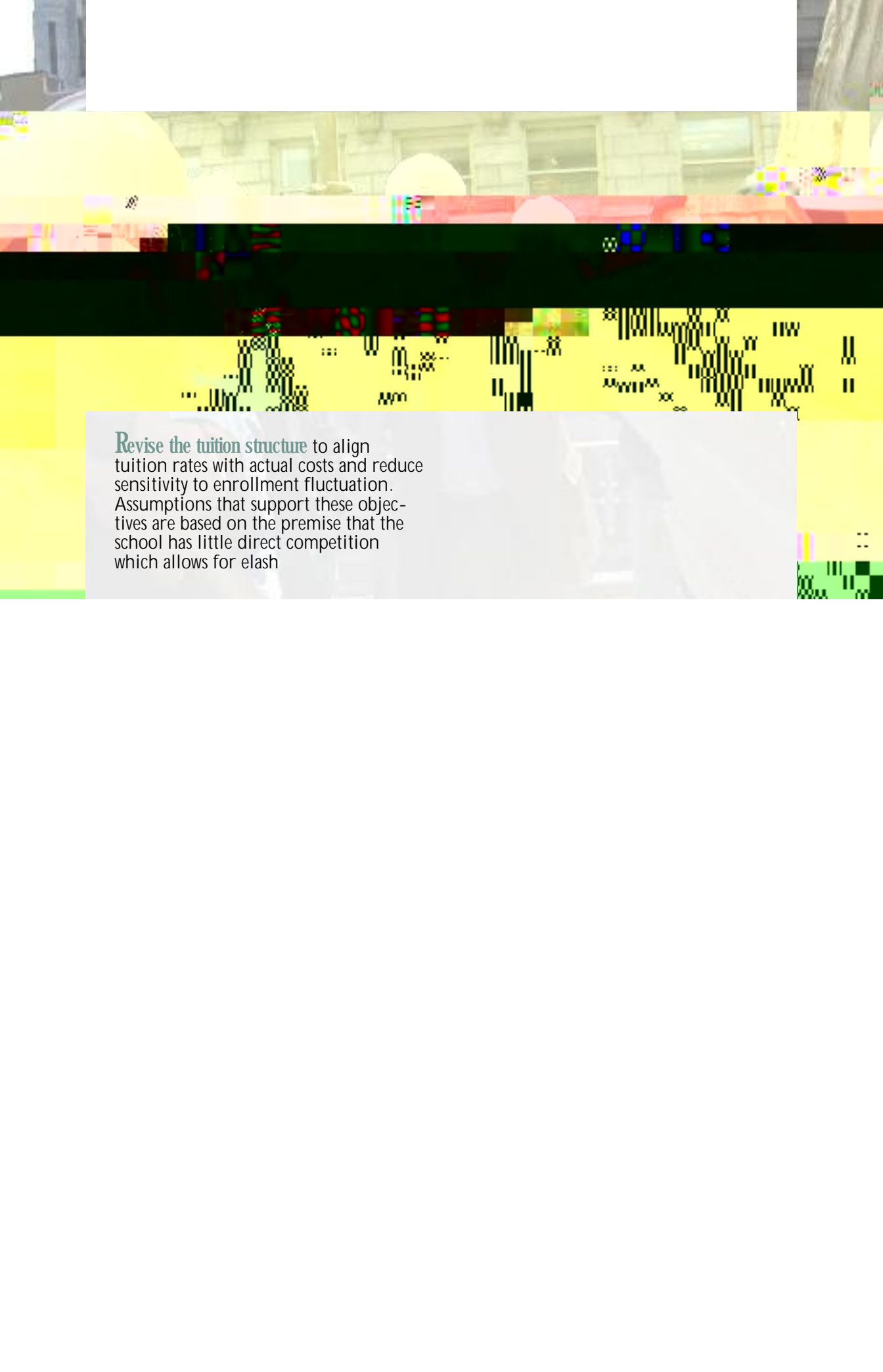
## Student Show – “The Past is Present”

5261 pntnr

Wolkefeld  
nr ynkhrkora  
v



While satisfaction levels are high and there appears to be demand in the marketplace, admissions trends suggest stagnant or declining application and enrollment levels in a number of full time programs. The unique appr



**Revise the tuition structure** to align tuition rates with actual costs and reduce sensitivity to enrollment fluctuation. Assumptions that support these objectives are based on the premise that the school has little direct competition which allows for elash

# GIFTS & SUPPORT

## Matching Gifts

Firestone & Parson  
Pioneer Investments

## In Memoriam Gifts

*In Memory of Harold Caro and  
In honor of his wife Judy  
Brown Caro*

Anita Bender & Geroge  
Abrams

Barbara Starr Wolf

*In Memory of Clayton Ecke  
Robert & Joanna Ecke*

*In Memory of Harold Ianson,  
to the Harold*

Richard & Marie Oedel  
Osborn Studio +  
Pasek Corporation  
Adrienne N. Rabkin  
Racine Iron & Wire Works  
Mark Richey Woodworking  
Mr. & Mrs. S. Parkman  
Shaw  
S + H Construction, Inc.  
Laura & Bill Shucart  
South Shore Mill Work  
M. Steinert & Sons  
Arthur & Jeannette  
Taylor  
Jane & James Wilson

## Sponsors

*(\$500)*

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Richard Cheek  
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& Susan Stasiowski  
Meredith & Eugene  
Clapp  
D2 Piano Movers  
*Fine Woodworking*  
Nicholas & Paula  
Gleysteen  
Frederick Goldstein  
Kimo Griggs Architects,  
Inc.  
Highland Hardwoods  
Emily & Frank  
Hunnewell  
Barbara Kapp &  
Paul Mitarachi  
Wallace & Barbara Kemp  
Long Wharf Investors  
Nancy Maul  
Mr. & Mrs. Paul F.  
McDonough, Jr.  
Peter & Beatrice Nessen  
Fred & Christine Parson  
Christina



Improve the operating infrastructure and enhance support staff capabilities

**With or without investments** to grow the institution and enhance its presence in the community, there are key investments that must be made in the organization's operating infrastructure to improve efficiency and effectiveness.

**Secure an adequate database system.** At the root of many of the challenges that have been identified in the school is the lack of a database system that allows administrators to monitor trends on an ongoing basis program trends and marketing investments. NBSS will continue to work with TDC in order to refine the organization's understanding of its precise database needs and purchase and install a new system.

**Improve internal communication capabilities.** To address identified issues with internal communication, NBSS will pursue a cultural shift towards increased electronic communication and scheduling. NBSS will equip all staff with a standardized email server,

calendar sharing and email address. To ensure the effectiveness of this system, NBSS will provide all staff with formal training and support in use of the email server and scheduling systems.

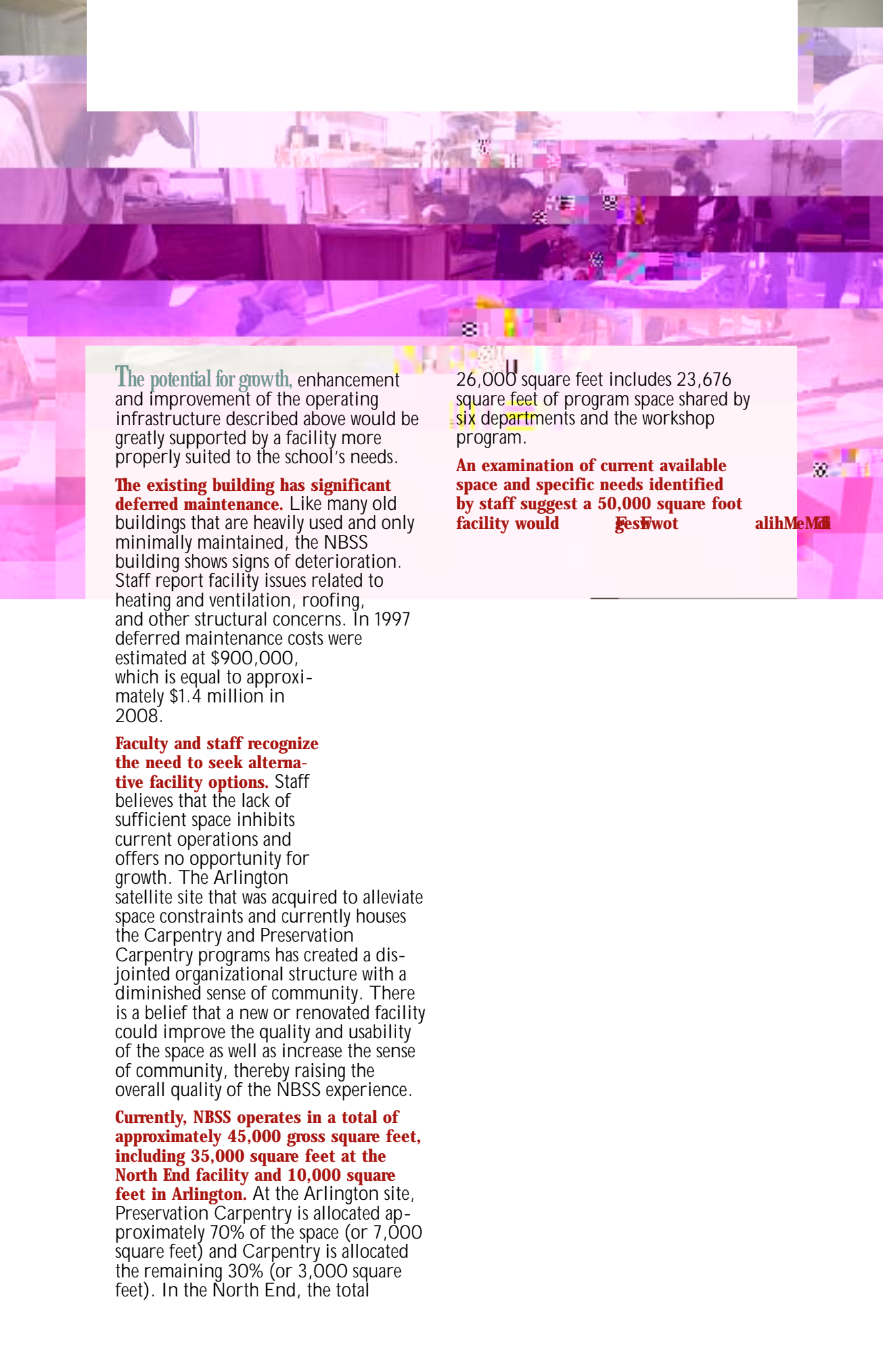
**Increase Information Technology support capacity.**

The items discussed above, as well as the increased emphasis on web-based marketing strategies, will require increased IT support capacity. NBSS will evaluate the costs associ-

ated with hiring an internal IT support person or contracting with a consultant to meet these needs. The financial model calls for significant increases in funding for annual IT support.

**Increase administrative support capacity.**

Increased administrative support capacity will allow full time program instructors to dedicate additional time to crucial program development. In FY10, NBSS will hire a full time administrative assistant to support full time and workshop program staff.



**The potential for growth**, enhancement and improvement of the operating infrastructure described above would be greatly supported by a facility more properly suited to the school's needs.

**The existing building has significant deferred maintenance.** Like many old buildings that are heavily used and only minimally maintained, the NBSS building shows signs of deterioration. Staff report facility issues related to heating and ventilation, roofing, and other structural concerns. In 1997 deferred maintenance costs were estimated at \$900,000, which is equal to approximately \$1.4 million in 2008.

**Faculty and staff recognize the need to seek alternative facility options.** Staff believes that the lack of sufficient space inhibits current operations and offers no opportunity for growth. The Arlington satellite site that was acquired to alleviate space constraints and currently houses the Carpentry and Preservation Carpentry programs has created a disjointed organizational structure with a diminished sense of community. There is a belief that a new or renovated facility could improve the quality and usability of the space as well as increase the sense of community, thereby raising the overall quality of the NBSS experience.

**Currently, NBSS operates in a total of approximately 45,000 gross square feet, including 35,000 square feet at the North End facility and 10,000 square feet in Arlington.** At the Arlington site, Preservation Carpentry is allocated approximately 70% of the space (or 7,000 square feet) and Carpentry is allocated the remaining 30% (or 3,000 square feet). In the North End, the total

26,000 square feet includes 23,676 square feet of program space shared by six departments and the workshop program.

**An examination of current available space and specific needs identified by staff suggest a 50,000 square foot facility would**

**Festwot**

**alihMeM**



**The identified potential for growth** and enhancement of NBSS programming and the inadequate state of the current facility suggest that securing an improved facility - under the right conditions - would greatly support the ability of the school to carry out its work into the future.

**Evaluate alternative facility options.**

As a preferred option, NBSS will pursue a new facility. Over the next 18 to 36 months, NBSS will continue the work already underway, evaluating potential facility options. The school seeks a space to consolidate operations that are currently on two sites that has no more than 60,000 square feet, an open floor plan, and which will require minimal build-out to be suitable for NBSS operations.

**The advantages to this preferred option:**

- The move would not have to disrupt full time programming;
- The school would be consolidated at one site;
- The layout would be reflective of the school's needs;
- Additional space would provide opportunity to expand and test strategic priorities; and
- Elimination of rental costs could increase contribution to overhead from the Preservation Carpentry and Carpentry programs.

**Raise capital to support investments in a new or renovated facility.**

During this period of exploration, NBSS will need to demonstrate the ability to fund maintenance reserves at a rate of approximately \$292,000 per year, based upon an \$8.75M estimated value of the existing facility depreciated over 30 years. The capital investments that would be required to move to a 50,000 square foot space are estimated to total between \$12.5 million to \$15 million. This projection assumes that the building would be acquired for a nominal rate and that build-out would cost between \$250 and \$300 per square foot, inclusive of hard costs, soft costs and fees.

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# STAFF & FACULTY

## Administration

Miguel Gómez-Ibáñez  
*Executive Di*

