Strengthening the Nonprofit Community

Our dedicated consultants contributed nearly 14,000 hours of service to over 100 organizations in health & human services, arts & culture, the environment, education, and more

Over 1,000 nonprofit leaders learned practical skills in our workshops

Encore Fellows each provided over 1,000 hours of high-impact work
ESC of New England

ESC of New England (Executive Service Corps) is a nonprofit dedicated to enhancing the impact of nonprofits in Massachusetts and Rhode Island through high quality, affordable consulting and related services. Our 150 senior level consultants donate their time and expertise because they believe in our mission and are committed to helping nonprofits succeed in helping the community.

Mission

ESC’s mission is to enhance the impact of nonprofit organizations through high quality, affordable consulting services, capacity building, leadership support and programs provided by experienced professionals dedicated to serving the community.

Consulting Services

ESC provides affordable, high-quality consulting services in:

- Governance
- Strategic Management
  - Strategic Planning
  - Contingency Planning and Strategic Opportunities
- Business Operations
  - Business Planning
  - Financial Management
  - Program Evaluation
  - Human Resources Management
- Outcomes Measurement
- Marketing and Branding
- Fundraising
- Executive Coaching
- Facilitation
Encore Fellowship Program

ESC is the regional operator for the national Encore Fellowship Program. Encore Fellows bring a new source of talent to nonprofits seeking added capacity to advance their missions. Nonprofits hosting an Encore Fellow gain affordable, low-risk access to skilled, experienced talent, carefully matched to each specific assignment. Fellows earn a stipend for full-time work over six months or part-time work for a year, completing at least 1,000 hours of service while gaining further experience in social purpose work.

The Encore Fellowship is designed to meet the unique challenges of nonprofits in areas such as:

- Strategy Development
- Marketing
- Finance
- Fundraising
- Human Resources
- Business Development
- Program Development
- Project Management
- Legal and Risk Management
- Technology

Discovering What’s Next Program

Discovering What’s Next programs introduce new audiences to the many opportunities for involvement in the nonprofit sector. Innovative and interactive workshops along with relevant content developed to accompany or supplement these programs offer ideas and resources, as well as help to foster a community of peers—particularly for those who are moving away from primary careers and seeking new ways for purposeful engagement in the community.

Programs include:

- Discover Your Encore: Use Your Experience for Social Good
- Finding Your Encore: Craft Your Story for Social Impact
- All About Encore: Your Recipe for Social Impact
- Solving the Encore Puzzle: Target Your Experience for Social Good
Professional Development Institute Caleb Loring Jr., Founder

ESC provides over thirty different workshops that are designed and presented by our consultants. Workshops are interactive, full of user-friendly information, tools, templates, and great opportunities for participants to network and initiate collaborative relationships.

**Topic Areas**

- Outcomes Measurement
- Organization Development and Human Resources
- Marketing and Fundraising
- Board, Volunteer and Donor Engagement
- Strategic Management and Planning
- Skills Development

**Complimentary Assessment**

ESC offers a complimentary assessment visit with experienced ESC consultants who will work with an organization to determine its key challenges and needs and offer advice on how to address them. The assessment visit comes at no charge and with no obligation. To arrange a complimentary assessment visit, please submit a Request for Assistance on our website at www.escne.org or call Director of Consulting Ulea Lago at 617-357-5550.

**Staff**

Bethany Kendall, *President & CEO*

Ulea Lago, *Director of Consulting*

Donna Morelle, *Director, Encore Fellowships Program*

David Guydan, *Director, Discovering What’s Next Program*

Elizabeth Donnelly, *Consulting Services Coordinator*

Joshua Kruskal, *Assistant to the President*
Dear Friends:

Engaging highly skilled professionals to provide management consulting and related services that help nonprofits more effectively serve the community has always been at the core of ESC’s mission. Over time we have continued to expand the array of our capacity building services to meet evolving needs in the sector, always mindful that our exceptional consultants are the heart and soul of ESC. This outstanding group of over 150 talented and experienced professionals generously donate their time and expertise to positively impact a wide range of important causes to improve the quality of life in communities throughout the region.

Just 18 months ago, ESC was designated the regional operator for the national Encore Fellowships Program, allowing us to offer another resource to help boards and staff meet myriad challenges facing their organizations. Nonprofits hosting an Encore Fellow gain affordable, low-risk access to skilled, experienced talent, carefully matched to each specific assignment. Fellows earn a stipend for full-time work over six months or part-time work for a year, completing at least 1,000 hours of service while gaining further experience in social purpose work.

ESC Consultant Donna Morelle, Boston’s first Encore Fellow, is the Director of our Encore Fellowship program. She continues to strengthen the foundation of the program by recruiting and evaluating candidates, providing a series of learning opportunities, and working with nonprofits and prospective Encore Fellows to help ensure the right match.

Here are just two examples of how an Encore Fellow contributes to a nonprofit:

“During his fellowship, Jon Reuman has become an essential team member engaged in strengthening and growing the HR infrastructure at Horizons for Homeless Children.” – Dianne Luby, President & CEO, Horizons for Homeless Children

“A fellow (Wendy Keenly) was the best choice to enhance ongoing financial projects, as well as support current staff, a new leader, and organizational continuity during our leadership transition.” – Terry DeLancey, Executive Director, the Agassiz Baldwin Community

At ESC, we have first-hand experience with the significant value of Encore Fellows— both through Donna’s work and that of ESC Consultant David Guydan, Director of our Discovering What’s Next (DWN) programs. As the second Encore Fellow, David was integral in managing the recent merger with this previously independent nonprofit. He is currently engaged in building relationships with prospective sponsors for DWN programs while facilitating content development that introduces new audiences to the many opportunities for engagement in the nonprofit sector. Both Donna and David remain active consultants for ESC concurrent with their Fellowships.

We have found that our consulting engagements lead to requests for Fellows, and that requests for Fellows lead to consulting engagements. Nonprofit leaders have expressed their appreciation for the multiple options that ESC now has to meet their needs.

I extend my heartfelt thanks to all who comprise ESC — most especially our dedicated consultants who contributed nearly 14,000 hours of service last year. My sincere appreciation to our Board of Directors who gave an additional 2,600 hours of time and guidance, helpful Advisory Board members, our generous donors, — individuals, corporations, and foundations supporting our endeavors, our valued clients who place their trust in us, and our capable staff — steadfast in their commitment to help advance our mission.

I gratefully acknowledge all of these extraordinary contributions to ESC of New England and the greater community.

With many thanks and best wishes,

Bethany Kendall
President & CEO
Clients

Agassiz Baldwin Community  Medicine Wheel Productions
Asperger/Autism Network  Merrimack Valley Community Music School
Association of C5 Youth Programs  Moving from Debts to Assets
Away Games  National Organization for Rare Disorders
BAMSI  NE Center for Investigative Reporting
Bay State Reading  Neponset River Watershed Association
Boston By Foot  Neville Communities
Cambridge Art Association  NewTV
Cambridge Community Television  Parenting Journey
Cambridge Public Library  Peabody Access Telecommunications
Capital Good Fund  Press Pass TV
Centering Healthcare Institute  Puppet Showplace Theater
Charter Oak  RSC Learning Center
COGdesign  Santa's Magic
Community Cooks  School on Wheels
Company Theater  Schwartz Center for Children
Crossroads for Kids  Second Story Theater
Danvers Historical Society  Seeding Labs
Elizabeth Stone House  Strong Women Strong Girls
Ethos  Tenacity
Framingham Public School  The Bostonian Society
Friends of the Fells  The Center for Dynamic Learning
Girls' Leap  The Decibels Foundation
HarborArts  The Record Company
Harborlight-Stoneridge Montessori School  Watertown Village
House of Possibilities  Web of Benefit
Household Goods, Inc.  Wellesley Natural Resource Commission
International Institute of New England  Wellesley TV
Just-A-Start  Wenham Museum
Lovelane  Winchester Multicultural Network
MA State Science Fair
MACDC
Mass Farmers Markets
Maud Morgan Arts
May Institute
Consultants

Ruth Aaron
Healthcare & Nonprofit
Executive Specialist

Francine Achbar
New Center for Arts and Culture
Executive Director

Judy Allen
The Education Resources Institute (TERI)
National Programs Consultant

David Ames
Center for Reconciliation
Executive Director

Sheila Ardery
Jewish Community Housing for the Elderly
VP for Operations and Administration

Janet Baker
Cambridge Hill Partners
Consultant/Senior Research Analyst*

Dick Balzer
Richard Balzer & Associates, Inc.
President*

Jim Barrow
Suffolk University
Professor of Strategic Development &
Organizational Development*

Mojdeh Barros
Ocena Conservancy
Encore Fellow

Samuel L. Batchelder, Jr.
Goodwin Procter, LLP
Partner

Marjorie Bauer
Fidelity Investments
Senior VP of Market Research

J. Andrew Baute
Speedbird Advisory
Principal*

Jeffrey Berman
Salem State University
Professor of Management Theory,
Organizational Behavior and
HR Management

Paul Bevilacqua, Ed.D.
Northern Essex Community College
VP and Dean of Academic Affairs

Ashok Boghani, Ph.D.
The Monitor Group
Management Consultant

Louise I. Borke
The Risk Management Association
Consultant and Faculty Member

Ruth Bramson
Girl Scouts of Eastern Massachusetts
CEO

Ralph Brown
Ingenix/United Health
Vice President of Engineering

Thomas A. Buffum, Jr.
Carr Separations, Inc.
President & CEO

Sue Burk
Top Five to Seven, LLC
Principal*

Mike Byrnes
Byrnes Consulting
President and Consultant*

Regina Caines
MIT
Director of Affirmative Action/Equal
Employment Opportunity/Diversity
Programs

Melanie Calzetti-Spahr
Devonshire Investors
Managing Director

Nancy Carlin
American Express
VP of Business Transformation

John Carpenter
Independent Consulting Service
Specialty *

Jay L. Carty
Greeley Communications
Senior Consultant*

Ellen Chang
Remuneration Resources
Principal Consultant

Cassandra Clay
Boston University School of Social Work
Clinical Professor Emeritus

Bonnie Clendenning
The School for Field Studies
President & Trustee

Sherdena Cofield
Salem State School of Social Work
Policy and Program Consultant*

Charlie Conn
360 Branding & Communication LLC
Principal Consultant*

Cynthia Connelly
CMC Marketing Services
Founder and Principal*

John G. Cook
Dennison Manufacturing Company
Vice President, Human Resources

Joel Corman, Ph.D.
Suffolk University, Frank Sawyer School
of Management
Professor of Management, Emeritus

Michael Curren
Morgan Memorial Goodwill Industries
Vice President of Philanthropy*

Adele Daley
Marmaxx
VP of Field Operations

Nayla Daly
RadiuBuzz
Consultant*

Gabe d’Annunzio
O’Sullivan Communications
Partner*

Marie Danziger
Harvard University
Lecturer in Public Policy*

Donna Davis
DDB Associates
Founder & President

Diane DeMarco
Consultants for Institutional
Advancement
Owner*

Michael DiLorenzo
MID Associates, Inc.
President

Leigh Doherty
Designed Alliance
Co-Founder & Professional Coach*

Katy Donovan
Epidemiologist
Expert in Program Evaluation*

David Ebenezer
Oxford Global Resources
Consultant

Marion Estienne
3sixtyglobal
Principal*

Ted Fairchild
Fairchild Leadership Alliance
Managing Consultant*

Kenneth Fischer
Boston Financial Management
Managing Director, Business
Consulting*

William J. Flynn
Suffolk University
Professor, Global Marketing*

Daniel Fritz
nSight, Inc.
Vice President*

Marla Gold
Wheelock College
Associate Director of Major Gifts
<table>
<thead>
<tr>
<th>Consultants</th>
<th>( \text{Patricia (Pat) Hillman} )</th>
<th>( \text{Devonshire Investors} )</th>
<th>( \text{Managing Director and Executive Vice President of Technology} )</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>( \text{Don Hodgman} )</td>
<td>( \text{State Street Corporation} )</td>
<td>( \text{Senior Vice President} )</td>
</tr>
<tr>
<td></td>
<td>( \text{Marc Hoffman} )</td>
<td>( \text{Consortium for Energy Efficiency (CEE)} )</td>
<td>( \text{Executive Director} )</td>
</tr>
<tr>
<td></td>
<td>( \text{William R. Huss, Ph.D.} )</td>
<td>( \text{Babson College} )</td>
<td>( \text{Adjunct Professor*} )</td>
</tr>
<tr>
<td></td>
<td>( \text{John Ireland} )</td>
<td>( \text{Seacoast Management Advisors} )</td>
<td>( \text{Consultant} )</td>
</tr>
<tr>
<td></td>
<td>( \text{Terrence Jones} )</td>
<td>( \text{Mass Bay Community Colleges} )</td>
<td>( \text{Interim Controller} )</td>
</tr>
<tr>
<td></td>
<td>( \text{Marietta B. Joseph} )</td>
<td>( \text{MassDevelopment} )</td>
<td>( \text{Vice President} )</td>
</tr>
<tr>
<td></td>
<td>( \text{Phillip Jutras} )</td>
<td>( \text{Green Enterprise Training Institute} )</td>
<td>( \text{Founder &amp; Director} )</td>
</tr>
<tr>
<td></td>
<td>( \text{Lisbeth Kamborian} )</td>
<td>( \text{LNK Associates} )</td>
<td>( \text{Development Consultant*} )</td>
</tr>
<tr>
<td></td>
<td>( \text{Wendy Keenly} )</td>
<td>( \text{Liberty Mutual} )</td>
<td>( \text{Underwriting Consultant} )</td>
</tr>
<tr>
<td></td>
<td>( \text{Robert M. Keller} )</td>
<td>( \text{US Department of Energy} )</td>
<td>( \text{Senior Nuclear Safety Manager} )</td>
</tr>
<tr>
<td></td>
<td>( \text{Judith Kidd} )</td>
<td>( \text{Harvard College} )</td>
<td>( \text{Assoc. Dean for Student Life and Activities} )</td>
</tr>
<tr>
<td></td>
<td>( \text{Scott Knous} )</td>
<td>( \text{Liberty Mutual Insurance} )</td>
<td>( \text{Director of Data Management &amp; Control} )</td>
</tr>
<tr>
<td></td>
<td>( \text{John Knutson} )</td>
<td>( \text{DaimlerChrysler} )</td>
<td>( \text{Vice President, MMC Global Alliance Project} )</td>
</tr>
<tr>
<td></td>
<td>( \text{John Kogan} )</td>
<td>( \text{Arthur Anderson} )</td>
<td>( \text{Partner} )</td>
</tr>
<tr>
<td></td>
<td>( \text{Dave Kourtz} )</td>
<td>( \text{HR-ROI Solutions, LLC} )</td>
<td>( \text{Principal*} )</td>
</tr>
<tr>
<td></td>
<td>( \text{Judy Kugel} )</td>
<td>( \text{Harvard University} )</td>
<td>( \text{Associate Dean of Students} )</td>
</tr>
</tbody>
</table>

**Consultants**

<table>
<thead>
<tr>
<th>Name</th>
<th>Company/Role</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Albert Gold</strong></td>
<td>Harvard University, Division of Engineering and Applied Sciences <strong>Senior Advisor to the Dean</strong></td>
</tr>
<tr>
<td><strong>Alan Goldberg</strong></td>
<td>Triplet Advisory Services <strong>Owner</strong>*</td>
</tr>
<tr>
<td><strong>Neil H. Golden</strong></td>
<td>ADE Corporation <strong>Vice President</strong></td>
</tr>
<tr>
<td><strong>Les Goldstein</strong></td>
<td>Ascentis Corporation <strong>CEO</strong></td>
</tr>
<tr>
<td><strong>Doug Gouchoe</strong></td>
<td>Finance Professional <strong>Independent Securities Trader</strong>*</td>
</tr>
<tr>
<td><strong>Christine H. Green, Ed.D.</strong></td>
<td>The Trefler Foundation <strong>President</strong>*</td>
</tr>
<tr>
<td><strong>Louis Grossman</strong></td>
<td>Grossman Companies, Inc. <strong>President and Treasurer</strong>*</td>
</tr>
<tr>
<td><strong>Alexandra Gubin</strong></td>
<td>Research and Nonprofit Program Evaluation <strong>Independent Consultant</strong>*</td>
</tr>
<tr>
<td><strong>David Guydan</strong></td>
<td>Commonwealth Card Services, Inc. <strong>President &amp; CEO</strong></td>
</tr>
<tr>
<td><strong>Michael Halperin</strong></td>
<td>May Institute <strong>Director of Training and Development</strong></td>
</tr>
<tr>
<td><strong>Terry Hamacher</strong></td>
<td>Versanture Consulting <strong>President</strong>*</td>
</tr>
<tr>
<td><strong>Skine Hamill</strong></td>
<td>S&amp;S Pharma Consult <strong>Sr. Project Manager</strong>*</td>
</tr>
<tr>
<td><strong>Debra Harkins</strong></td>
<td>Leading Change Coaching and Consulting Associates <strong>Founder</strong>*</td>
</tr>
<tr>
<td><strong>Michael Harrity</strong></td>
<td>Matrix Real Estate <strong>Managing Director</strong>*</td>
</tr>
<tr>
<td><strong>Carol Ann Hayes</strong></td>
<td>Reed &amp; Barton <strong>Director</strong></td>
</tr>
<tr>
<td><strong>Ellen Heller</strong></td>
<td>Ellen Heller Executive Search <strong>President</strong></td>
</tr>
<tr>
<td><strong>Charles Hewitt</strong></td>
<td><strong>Independent Consultant</strong></td>
</tr>
<tr>
<td><strong>Rory Laughna</strong></td>
<td>BTMU Capital Corporation <strong>President</strong></td>
</tr>
<tr>
<td><strong>Margaret Lawrence</strong></td>
<td>Strategic Direction Publishers, Ltd. <strong>Associate Editor</strong></td>
</tr>
<tr>
<td><strong>Jonathan Lilienfeld</strong></td>
<td>Fidelity Investments <strong>Vice President</strong></td>
</tr>
<tr>
<td><strong>Eli Lipcon</strong></td>
<td>Bell Atlantic <strong>VP of Sales, General Business Services</strong></td>
</tr>
<tr>
<td><strong>Ray Locke</strong></td>
<td>Compaq Computer Corporation <strong>Year 2000 Program Manager</strong></td>
</tr>
<tr>
<td><strong>Gabriele Loebsert</strong></td>
<td>Thomson Compumark <strong>Vice President, Product Marketing</strong></td>
</tr>
<tr>
<td><strong>Andrea H. Loew</strong></td>
<td>Interactive Data Corporation <strong>Executive Vice President</strong></td>
</tr>
<tr>
<td><strong>Mark Lowenstein</strong></td>
<td>Emergent Technologies Corp. <strong>Consultant</strong>*</td>
</tr>
<tr>
<td><strong>Susan MacDougall</strong></td>
<td>The Food Project <strong>COO</strong></td>
</tr>
<tr>
<td><strong>Julie Mairano</strong></td>
<td>Cornelia de Lange Syndrome Foundation <strong>Executive Director</strong></td>
</tr>
<tr>
<td><strong>Bruce Margolis, Ph.D.</strong></td>
<td>TJX Companies, Inc. <strong>Executive Vice President, CHRO</strong></td>
</tr>
<tr>
<td><strong>Lesly Michelot</strong></td>
<td>Hands Across the Ocean Foundation <strong>Deputy Director</strong>*</td>
</tr>
<tr>
<td><strong>Eugene B. Mihaly, Ph.D.</strong></td>
<td>Mihaly International Corp. <strong>Chairman</strong>*</td>
</tr>
<tr>
<td><strong>Michael Milczarek</strong></td>
<td>May Institute, Inc. <strong>Treasurer &amp; CFO</strong></td>
</tr>
<tr>
<td><strong>Stephen Mills</strong></td>
<td>Reed Business Information <strong>Director of Analytics</strong></td>
</tr>
<tr>
<td><strong>Diana Montenegro</strong></td>
<td>Agassiz Baldwin Community <strong>Development Coordinator</strong>*</td>
</tr>
<tr>
<td><strong>Lynn S. Moran</strong></td>
<td>Associate Strategies <strong>Executive Search Consultant</strong>*</td>
</tr>
</tbody>
</table>
## Consultants

### Donna Morelle
Cumberland Public Schools
Superintendent

### Brian Morrisey
Axis Technology
Senior Consultant*

### Marianne Mortara
Shire Human Genetic Therapies
Talent Management Director

### Barbara Mount
Nationwide Insurance
Medical Specialist

### Michael Nacey
Bolt, Beranek and Newman, Inc.
VP, Human Resources Administration

### Irwin Nesoff
Wheelock College
Associate Professor of Social Work; Coordinator, Graduate Program in Organizational Leadership*

### R. Bradford Newman
Jordan’s Furniture
Manager of Learning & Organizational Development

### Marion Nierintz
Bay Cove Human Services
Director of Development, Marketing & PR

### Sue Ogle
OGLE Training and Consulting
President*

### Peter Olsberg
S.D. Malkin Atlantic Partners
Chair of the Advisory Committee

### Anthony O’Reilly
Price Waterhouse Coopers
National Quality Leader, Internal Audit Division

### Laura Pedone
Senior Whole Health (SWH)
Director of Network Development and Provider Relations

### William M. Polk
Groton School
Headmaster, Teacher of Religion

### Jean Preston
Tufts Health Plan
Senior Consultant*

### John Richards
Oneohight Apparel Limited
Interim CFO

### Pat Riemitis
The Atherton Group
Chief Product and Marketing Officer*

### Deborah Robbins
State Street Corporation
Vice President & Product Manager

### Miles Robinson
Cosenta, LLC
Founder & COO

### Ellsworth “Al” E. Rosen
American Friends of Hebrew University
New England Director

### Ron Ryan
Haemonetics Corporation
Vice President & CFO

### Robert D. Sadler
Hart, Inc.
President

### Julie Salganik
Avance Global Consulting
Managing Principal*

### Robert D. Seiler
International Filing Company
Vice President of Marketing and Business Development

### Barry J. Seltzer, Ph.D.
GAO Center for Design, Methods, and Analysis
Director

### Linda Shyavitz
Sturdy Memorial Hospital
President & CEO

### Sylvia Q. Simmons, Ph.D.
American Student Assistance Corp.
President

### Devra Simon
Discovering What’s Next
Executive Director

### Scott Smith
Family to Family
CEO

### Jerry Socol
The Socol Group
Founder & Principal*

### Andrew Staniar
A.D. Staniar & Associates
Managing Director

### Mike Stauff
TranSwitch Corporation
SVP, CFO

### Alan Steinert, Jr.
Business Management Consultant*

### Marilyn Stempler
Brown Rudnick, LLP
Partner

### Edward Sternick
Brown University
Medical Physicist-in-Chief, Professor, & Vice Chair of the Department of Radiation Oncology

### William Stone
dynaTrace Software
Senior Account Executive

### Pam Swain
New England Historic Genealogical Society
Deputy Director

### Pamela Tames
Planned Lifetime Assistance Network
Executive Director

### Camay Tan
YMCA of Malden
CFO

### Allen Vander Meulen
Memorial Church UCC

### Ruth Weber
Young Audiences of Massachusetts
Executive Director

### Matt Weiner
Management Consultant and Entrepreneurial Coach

### Victoria Wicks
Sanofi-Aventis
Vice President of External Affairs

### Jessica Wolfe
VA National Center for PTSD
Strategy and Innovation Consultant

### Ingrid Wolfson
The Wolfson Group
Executive Coach*

### John V. Woodard
Dane & Howe, LLP
Of Counsel

### Burton Woodhull
Lighthower Fiber Networks
Manager of Financial Analysis and Acquisition Support

### Andrew Wrobel
Fidelity Investments
Senior VP

### Debra Yanofsky
Fidelity Investments
Marketing Consultant

### Hungwah Yu, D.B.A.
Lesley University
Assistant Dean & Director of National Program Operations

---

**In Memoriam**

Dick Klein, ESC Consultant
# Financial Overview

## Unrestricted Revenues and Support

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donated professional services*</td>
<td>$2,390,574</td>
<td>$2,390,518</td>
</tr>
<tr>
<td>Contributions</td>
<td>153,045</td>
<td>154,129</td>
</tr>
<tr>
<td>Fee income</td>
<td>213,825</td>
<td>265,477</td>
</tr>
<tr>
<td>Satisfaction of program restrictions</td>
<td>240,499</td>
<td>146,331</td>
</tr>
<tr>
<td>Income from spending policy</td>
<td>29,649</td>
<td>11,704</td>
</tr>
<tr>
<td><strong>Total unrestricted revenues and support</strong></td>
<td><strong>3,027,592</strong></td>
<td><strong>2,968,159</strong></td>
</tr>
</tbody>
</table>

## Expenses

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program services</td>
<td>2,716,822</td>
<td>2,675,362</td>
</tr>
<tr>
<td>Management and general</td>
<td>223,807</td>
<td>199,504</td>
</tr>
<tr>
<td>Fundraising</td>
<td>75,807</td>
<td>62,183</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>3,016,436</td>
<td>2,937,049</td>
</tr>
<tr>
<td>Changes in unrestricted net assets from operations</td>
<td>11,156</td>
<td>31,110</td>
</tr>
</tbody>
</table>

## Other unrestricted revenues (expenses)

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment income</td>
<td>28</td>
<td>33</td>
</tr>
<tr>
<td>Net realized and unrealized gains (losses) from trusts and investments</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total other unrestricted revenues (expenses)</strong></td>
<td><strong>32</strong></td>
<td><strong>33</strong></td>
</tr>
</tbody>
</table>

## Change in unrestricted net assets

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in unrestricted net assets</td>
<td>11,188</td>
<td>31,143</td>
</tr>
<tr>
<td>Change in temporarily restricted net assets</td>
<td>20,270</td>
<td>130,872</td>
</tr>
<tr>
<td>Change in permanently restricted net assets</td>
<td>504,391</td>
<td>1,106</td>
</tr>
<tr>
<td><strong>Total change in net assets</strong></td>
<td><strong>535,849</strong></td>
<td><strong>163,121</strong></td>
</tr>
</tbody>
</table>

## NET ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>NET ASSETS, beginning of year</td>
<td>1,132,394</td>
<td>969,273</td>
</tr>
<tr>
<td>NET ASSETS, end of year</td>
<td>$1,668,243</td>
<td>$1,132,394</td>
</tr>
</tbody>
</table>

*Donated Professional Services represents volunteer consultant hours, valued at a rate of $175 per hour in FY 2014. The market value of the endowment is $1,128,757 as of September 30, 2014. Complete audited financial statements are available on request.*
Contributors  Fiscal Year October 1, 2013 - September 30, 2014

Individuals

Benefactors $5,000 and above

Caleb Loring, Jr. Fund
Caleb Loring, Jr. and Rosemary M. Loring Charitable Lead Unitrust
Hungwah Yu & David Elliott
Anonymous

Partner $2,500 to $4,999

Bruce A. Enders
Albert Gold
Michael F. Stauff
Wendy Weiss

Sustainer $1,000 to $2,499

Judith Allen  Patricia Hurley
Samuel L. Batchelder, Jr.  William R. Huss
Barbara Breen  Barbara A. Michaelsen
Mike Byrne  Miles Robinson
Mariana (Molly) Downer  Robert Schneider
Kenneth Fischer  Sharon Siegfriedt
Theresa A. Hamacher  Robert H. Traylor
Donald L. Hodgman  Christian Westra

Sponsor $500 to $999

Edmund & Elizabeth Cabot  Deborah A. Robbins
Robert D. French  Robert D. Sadler
John Knutson  Tobias Seggerman
Jonathan B. Lupfer & Susan Berseth  Alan Steinert, Jr.
Susan H. Ogle
Contributors Fiscal Year October 1, 2013 - September 30, 2014

Individuals

Supporter $250 to $499

Karen Burns
Nancy Carlin
Diane DeMarco, CFRE
Nikhil Gandhi
Neil H. Golden
Mollie Grotpeter Murphy Ankissam
David Guydan
Carol Ann Hayes
Charles Hewitt
Patricia Hillman
Eloise W. Hodges
Charles T. Hutchinson
Bethany B. Kendall
J. Richard Klein
Gabriele Loebbert
Christopher Malone
Bruce Margolis
Daniel Pierce
Glendora M. Putnam, Esq
Ellsworth Rosen
Robert Seiler
Sylvia Q. Simmons
Rob Stephenson
Ralph E. Stuart, Jr.
Neil Wallace
John V. Woodard
Debra Yanofsky

Friend to $249

Ruth Aaron
David A. Ames
Sheila Ardery
Marjorie Bauer
Jeffrey Bayard
Louise I. Borke
Thomas D. Bushman
John Carpenter
William Carruth
John Carty
Kathleen Cawley
Ellen Citron
Sherdena D. Cofield
John F. Cogan, Jr.
John G. Cook
Michael Curren
Barnet Fain
William J. Flynn
Robert R. Forsberg
Herbert Fox
Daniel Fritz
Les Goldstein
Douglas Gouchoe
Stuart J. Hamill
Ellen Heller
Bayard Henry
Peter Hunter
Judith Kidd
William Klay
Judy Kugel
Rory Laughna
Robert A. Lawrence
Jonathan Lilienfeld
Raymond Locke
Hugh F. MacColl
Alyson Molloy Hussey
Donna Morelle
Ruth Ann Moriarty
Thomas W. Noering
Taylor Payne
Kevin C. Phelan
William M. Polk
Elizabeth F. Potter
Gilbert M. Roddy, Jr.
John B. Roll
Edward I. Selig
Sarah Ann Shaw
Jack Smith
Edward Sternick
Pamela Swain
Ruth Weber
Jane M. Wolchonok
# Contributors

**Fiscal Year October 1, 2013 - September 30, 2014**

### Foundations/Corporations

<table>
<thead>
<tr>
<th>Accounting Management Solutions</th>
<th>GE Foundation Matching Gift Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amelia Peabody Charitable Fund</td>
<td>Liberty Mutual Foundation</td>
</tr>
<tr>
<td>American Express Matching Gift Program</td>
<td>Santander Bank Matching Gift</td>
</tr>
<tr>
<td>BNY Mellon Charitable Giving Program</td>
<td>State Street Foundation</td>
</tr>
<tr>
<td>Bristol County Savings Bank Foundation</td>
<td>The Boston Foundation</td>
</tr>
<tr>
<td>Cambridge Community Foundation</td>
<td>The Charles Sanders Trust</td>
</tr>
<tr>
<td>Citizens Bank MA</td>
<td>The Nathaniel &amp; Elizabeth P Stevens Foundation</td>
</tr>
<tr>
<td>Encore.org</td>
<td>Tufts Health Plan Foundation</td>
</tr>
</tbody>
</table>

### Contributors of Goods and Services

| Alexander, Aronson, & Finning & Co. | Brown Rudnick | Ropes & Gray, LLP |

### Members of the Ezra Merrill Legacy Society • Gifts to Endowment

<table>
<thead>
<tr>
<th>Dr. J. Scott Abercrombie, Jr.</th>
<th>William R. Huss</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thomas D. Bushman</td>
<td>Robert A. Lawrence</td>
</tr>
<tr>
<td>Donna Davis</td>
<td>Caleb Loring, Jr.</td>
</tr>
<tr>
<td>Bruce Enders</td>
<td>Ellen W. &amp; Hugh F. MacColl</td>
</tr>
<tr>
<td>Judith Allen Ferretti</td>
<td>Dorothy &amp; Edmund Marshall</td>
</tr>
<tr>
<td>Dozier Gardner</td>
<td>Marion Nierintz</td>
</tr>
<tr>
<td>Albert Gold</td>
<td>Dean E. Ridlon</td>
</tr>
<tr>
<td>John B. Gray</td>
<td>Nelson B. Robinson</td>
</tr>
<tr>
<td>Bruce Harriman</td>
<td>Samuel E. Shaw, II</td>
</tr>
<tr>
<td>Bayard Henry</td>
<td>Lionel Spiro</td>
</tr>
<tr>
<td>Eloise W. Hodges</td>
<td>Michael F. Stauff</td>
</tr>
<tr>
<td>Emily Hood</td>
<td>Anonymous (2)</td>
</tr>
</tbody>
</table>
Board of Directors

Bill Huss, Ph.D., Chair
Adjunct Professor
Babson College

Miles Robinson, Vice Chair
Principal & Founder
Consenta

Kenneth Fischer, Treasurer
Managing Director, Business Consulting
Boston Financial Management

Bethany B. Kendall
President & CEO
ESC of New England
Ex officio (from 2005)

Carlos Bernal
Principal
Bernal Marketing Communications

Ashok Boghani
Consultant (ret.)
Monitor Group

Bonnie Clendenning
President and Trustee (Ret.)
School for Field Studies

Molly Downer
Managing Director
First Republic Bank

Doug Dickson
Vice President (ret.)
New Directions, Inc.

Marc Hoffman
Executive Director (Ret.)
Consortium for Energy Efficiency

Patricia Hurley
Senior VP & Deputy Gen Counsel
Fidelity Investments, Inc.

Andy Littleford, CLU, ChFC
AVP, Sales and Distribution
John Hancock Insurance

Barbara Michaelsen
Director, Customer Retention- Cons Bus
Santander Bank

Joann Montepare, Ph.D.
Director, Fuss Center
Lasell College

Wendy A. Weiss
President
Hot Flash Financial

Advisory Board

William J. Allen
Assistant Professor of Public Policy
Brown University

Joel Aronson, CPA
Vice President
Alexander, Aronson, Finning & Co.

Jeffrey Bayard
Vice President – Healthcare and Not-for-Profit Group
TD Bank

Barbara Breen, CPA
Director, Non-Profit Client Initiatives
Accounting Management Solutions, Inc.

Barry Dym, Ph.D.
Executive Director, Institute for Nonprofit Management & Leadership
BU School of Management

Andrew Graff
President & CEO
Allen & Gerritsen

Bethany Kendall
President & CEO
ESC of New England

M. David Lee, FAIA
Vice President
Stull and Lee Inc. Architects &Planners

John Linehan
President & CEO
Zoo New England (Franklin Park Zoo – Stone Zoo)

Carolyn M. Osteen
Retired Attorney
Ropes & Gray, LLP

Kenneth R. Rossano
Consultant
Korn/Ferry International

Laura F. Pedrick
Marketing Director
Partridge Snow & Hahn

Stuart H. Sadick
Partner
Heidrick & Struggles

Laura Swanson
Chief Operating Officer
Enterprise Center at Salem State College