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Thank you to Agassiz Baldwin Community and BAMS for use of their photographs and Rachel Birkenthal, Annual Report designer.
Dear Friends,

2015 was a year of remarkable transformation and progress for ESC of New England. In the fall, we bid farewell to Bethany Kendall, who led ESC as President and CEO for 10 years. Bethany’s legacy at ESC includes the development of an endowment, an expansion of the ESC consulting pool, and the addition of the Encore Fellowship and Discovering What’s Next programs. On behalf of the Board of Directors, I offer Bethany our sincere gratitude for all that she has done for ESC. We wish her the best of luck in her new role as the Executive Director of the Amelia Peabody Charitable Fund.

After a thorough search process, the Board welcomed Julie Crockford, formerly President of the Emerald Necklace Conservancy, as ESC’s new Executive Director. During Julie’s tenure at the Conservancy, she accumulated an impressive list of accomplishments, including increasing operating revenue for the organization, expanding the Conservancy’s programs and staff, and doubling the number of volunteers. Julie joined ESC in January and has been listening to stakeholders in order to plot the course for ESC’s future growth and success. We look forward to working with Julie over the coming years with high hopes for what she will bring to our organization.

In the last year, ESC has continued to serve as a crucial resource for the nonprofit community, offering assistance to organizations that benefit our society in areas including education, health, housing, the arts, the environment, youth, and community development. For me, as well as for many of our Consultants, our work is its own reward. To be able to use my professional skills in a meaningful capacity – and to see that work having an immediate and sustainable impact in the community – is a profoundly fulfilling experience.

Beyond our core consulting program, ESC’s Encore Fellowship Program, Discovering What’s Next Program, and professional development workshops continue to grow, extending our organization’s reach and enhancing our ability to fulfill our mission. As the environment faced by nonprofits continues to change, ESC will continue to adapt its services to help nonprofits meet their challenges with success.

We live in a world of increasing inequality and persistent injustice, with a future that often seems uncertain. Nonprofit organizations serve as instruments of positive change in our communities. ESC’s work helps to ensure that these nonprofits have the tools they need to fulfill their missions and to leverage their resources most effectively for the common good.

I am immensely thankful to the ESC family for all of their hard work. ESC’s programs would not be possible without the support of our donors and the skills our Consultants and Fellows bring through their service.

Sincerely,

William R. Huss, Ph.D.
Chair, Board of Directors
ESC is honored to have worked with so many amazing nonprofits this year. Each client is unique, representing everything from an all-volunteer neighborhood food security initiative to a multi-site human service organization serving over 10,000 families across Massachusetts. ESC Consultants, Fellows, and Workshops help nonprofits to reach their full potential and maximize their positive impact in the community.

Agassiz Baldwin Community
The Art Connection
BAMSI (Brockton Area Multi-Services, Inc.)
Bay State Reading Institute
Boston Court Appointed Special Advocates
Boston Partners in Education
The Bostonian Society
The Buttonwood Park Zoo
Cambridge Arts Association
Cambridge Public Library
Cambridge Community Television
Charter Oak Cultural Center
Community Health Center Association of Connecticut
Community Legal Services and Counseling Center
Community Outreach Group for Landscape Design
Commonwealth Compact
Community Cooks
Companion Animal Protection Society
The Company Theatre
Danvers Historical Society
The Decibels Foundation
Dedham Choral Society
“e” inc.
Education Pioneers
Elizabeth Stone House
The Emerald Necklace Conservancy
Encore Boston Network
Episcopal Diocese of Rhode Island
Ethos
Framingham Public Schools
Freedom from Chemical Dependency
Gore Place
Greater Marlboro Programs, Inc.
Horizons for Homeless Children
House of Possibilities
Housing Families
Institute of Professional Practice, Inc.
Kennedy-Donovan Center
LIFE Cape Cod
Margaret Fuller Neighborhood House
Massachusetts Farmers Market
Medicine Wheel Productions
Merrimack Valley Community Music School
The MetroWest Mission Hub
National Institute for Children’s Health Quality
Neville Communities
New England Innocence Project
North Hill
The Parenting Journey
Public Responsibility in Medicine and Research
RESPOND
School on Wheels
Seeding Labs
Self Esteem Boston
Soccer Without Borders
South Boston Association of Nonprofits
Spina Bifida Association of Greater New England
St. George’s Benevolent Society
Sudbury Historical Society
Tenacity, Inc.
Trinity Church
Unbound Visual Arts, Inc.
Vulvodynia Matters
Walpole Cable Access Television
Wellesley Media Corporation
Wenham Museum
Westerly Library and Wilcox Park
Winchester Multicultural Network
WriteBoston
The Agassiz Baldwin Community (ABC) has served the Agassiz neighborhood and wider city of Cambridge for over 40 years. They are a place that nurtures individual growth and creativity, builds connections, and serves as a forum for community advocacy. From the Sacramento Street Preschool to the Living Well Network for adults 55 and up, ABC creates a rich culture within which the community can flourish.

ESC’s relationship with ABC goes back to 2004. Over the intervening 12 years, we have worked together on multiple strategic plans as well as a variety of discrete projects that have allowed ABC to improve and fine tune their programs.

In 2010, ABC launched Maud Morgan Arts which offers year-round visual arts programs for children and adults taught by well-regarded artists. ESC Consultants worked with ABC leadership to brand the program and develop a marketing plan to introduce it to the community. The program was a success, but changes in the market brought us back in 2014 to develop a communications plan that included goals, strategies, tactics, and a robust tool kit for the marketing team to use in the creation of promotional pieces.

ABC became one of the first Massachusetts nonprofits to take advantage of ESC’s Encore Fellowship Program as they brought on two Fellows to increase capacity and efficiency around finance and HR functions. A finance expert was hired to review financial processes and make recommendations for future needs and ABC recently hired an HR professional as their Human Resources Director.

**“Hiring an ESC Encore Fellow was one of the best decisions we made.”**

*Maria LaPage*
Executive Director
Agassiz Baldwin Community

As highly skilled professionals embedded within the organization, the Fellows took charge of projects, executing research, planning, and on-the-ground implementation.

ABC represents just one of the thousands of nonprofits ESC has helped to better serve the community. Our Consultants and Fellows help over one hundred organizations each year, in turn touching the lives of tens of thousands of individuals and families across New England.
ESC Consultants represent the heart of the organization. Their skills and experience, coupled with the desire to make a meaningful contribution to the community, are ESC’s greatest asset.

In 2015, ESC Consultants provided over 14,000 hours of support to nonprofits, a contribution valued at nearly $2.5 million. Working in teams, they shared their expertise with hundreds of nonprofit professionals, enabling each organization they worked with to better fulfill their missions.

A few examples of ESC’s impact in the nonprofit community:

• Through our work with BAMSII we helped the organization’s leadership work more effectively to provide valuable services to children, adults, and families with developmental disabilities, traumatic brain injuries, behavioral health challenges, and public health needs.

• Our Consultants helped Commonwealth Compact, an organization dedicated to establishing Massachusetts as a uniquely inclusive, honest, and supportive community of diverse people, build consensus around changes in funding streams, leadership roles, and organization structure.

• ESC has been involved with Seeding Labs from its infancy, helping update their initial business plan to adapt to changes in the market and evolving opportunities. Four years later we were asked back to help Seeding Labs respond to USAID’s interest in the program, crafting a funding proposal for “explosive growth”. USAID support in hand, we returned this year to help strategically grow the staff to meet the organization’s ambitious new goals.

• Over the past 18 months, ESC Consultants have worked with Community Outreach Group for Landscape Design to provide support around governance, strategic planning, marketing, and fundraising, helping the organization move through a leadership transition to emerge stronger and better prepared to execute its mission.

“I cannot say how grateful I am to our ESC Consultants for getting us through a set of transitions so gracefully and effectively.”

Sally Muspratt
President Emeritus
Community Outreach Group for Landscape Design

Photograph courtesy of BAMSII.
Consultants

Ruth Aaron
Vice President*
Scheur Management Group

Francine Achbar
Executive Director*
New Center for Arts and Culture

Judy Allen
National Programs Consultant*
The Education Resources Institute

David Ames
Priest
Episcopal Diocese of Rhode Island

Anthony Attardo
SAP PRISM Subject Matter Expert*
Raytheon Company, Integrated Defense Systems

Claudia Bach
Director, Educator Policy, Preparation and Leadership*
Massachusetts Department of Elementary and Secondary Education

Janet Baker
Consultant/Senior Research Analyst
Cambridge Hill Partners

Dick Balzer
President
Richard Balzer & Associates, Inc.

Jim Barrow
Professor of Strategic Management
Suffolk University

Mojdeh Barros
Encore Fellow*
Ocena Conservancy

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

Marjorie Bauer
Senior VP of Market Research*
Fidelity Investments

Jeffrey Berman
Professor Emeritus
Salem State University

Greg Betley
Chief Information Officer*
St. Mary’s Center for Women & Children

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

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

Ruth Bramson
CEO*
Girl Scouts of Eastern Massachusetts

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

Sue Burk
Principal
Top Five to Seven, LLC

Michael W. Byrnes, Jr.
President and Consultant
Byrnes Consulting

Regina Caines
Director of Affirmative Action/
Equal Employment Opportunity/
Diversity Programs*
Massachusetts Institute of Technology

Melanie Calzetti-Spahr
Managing Director*
Devoňshire Investors

Nancy Carlin
VP of Business Transformation*
American Express

Ellen Carpenter
Assistant Dean, Human Resources*
Harvard Graduate School of Education

John Carpenter
Independent Consultant

Jay L. Carty
Senior Consultant
Greeley Communications

Ellen Chang
Senior Compensation Analyst
Analog Devices

Hollis Chase
President & Founder
Chase & Associates

Cassandra Clay
Clinical Professor Emeritus
Boston University School of Social Work

Bonnie Clendenning
President & Trustee*
The School for Field Studies

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

Charlie Conn
Principal Consultant
360 Branding & Communication LLC

Cynthia Connelly
Founder and Principal
CMC Marketing Services

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

Michael Curren
Vice President of Philanthropy
Morgan Memorial Goodwill Industries

Adele Daley
VP of Field Operations*
Marmaxx Group

Nayla Daly
Strategist
Radius PR

*Last position held
<table>
<thead>
<tr>
<th>Consultants</th>
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<tbody>
<tr>
<td><strong>Gabe d’Annunzio</strong></td>
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<tr>
<td>Partner</td>
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<tr>
<td>O’Sullivan Communications</td>
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<tr>
<td><strong>Marie Danziger</strong></td>
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<tr>
<td>Lecturer in Public Policy</td>
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<td>Harvard University</td>
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<td><strong>Donna Davis</strong></td>
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<td>Founder &amp; President*</td>
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<td>DDB Associates</td>
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<td><strong>Jaidev Dasgupta</strong></td>
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<tr>
<td>Chief Scientific Officer*</td>
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<td>Teranode</td>
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<td><strong>Diane DeMarco</strong></td>
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<tr>
<td>Owner</td>
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<td>Consultants for Institutional Advancement</td>
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<td><strong>Mary Ellen DeWinter</strong></td>
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<td>Business Unit Manager*</td>
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<td><strong>Michael DiLorenzo</strong></td>
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<td>MJD Associates, Inc.</td>
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<td><strong>Janice Dolnick</strong></td>
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<td>Co Founder, Principal*</td>
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<td><strong>Janet Dracksdorf</strong></td>
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<td><strong>David Ebenezor</strong></td>
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<td><strong>Ted Fairchild</strong></td>
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<td><strong>Orna Feldman</strong></td>
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<td><strong>Kenneth Fischer</strong></td>
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<td><strong>Albert Gold</strong></td>
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<td>Harvard University, Division of Engineering and Applied Sciences</td>
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<td><strong>Neil H. Golden</strong></td>
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<td><strong>Les Goldstein</strong></td>
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<td><strong>Christine H. Green, Ed.D.</strong></td>
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<td><strong>Louis Grossman</strong></td>
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<td><strong>Alexandra Gubin</strong></td>
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<td><strong>Michael Halperin</strong></td>
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<td><strong>Theresa Hamacher</strong></td>
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<td><strong>Stuart Hamill</strong></td>
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<td><strong>Debra Harkins</strong></td>
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<td>Founder</td>
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<td>Leading Change Coaching and Consulting Associates</td>
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<td><strong>Carol Ann Hayes</strong></td>
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<td><strong>Ellen Heller</strong></td>
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<td>Ellen Heller Executive Search</td>
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<td><strong>Charles Hewitt</strong></td>
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<td><strong>Patricia Hillman</strong></td>
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<td>EVP, Managing Director*</td>
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<td><strong>Don Hodgman</strong></td>
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<td><strong>Marc Hoffman</strong></td>
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<td><strong>Lauren Hunter</strong></td>
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<td>Manager of Human Resources, Diversity &amp; Inclusion</td>
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<td>City on a Hill Charter Public Schools</td>
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<td><strong>William R. Huss, Ph.D.</strong></td>
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<tr>
<td>Adjunct Professor</td>
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<td>Babson College</td>
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<td><strong>Lorraine Hynes</strong></td>
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<tr>
<td>Purchasing Agent*</td>
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<td>State of Rhode Island</td>
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<td><strong>Andre Jasse</strong></td>
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<td>Chairman &amp; CEO*</td>
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<td><strong>John Ireland</strong></td>
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<td>Consultant*</td>
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<td><strong>Terrence Jones</strong></td>
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<td>VP, Contact Center Sr. Manager</td>
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<td>Citizens Financial Group, Inc.</td>
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<td><strong>Marietta B. Joseph</strong></td>
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<td>Vice President*</td>
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<td>MassDevelopment</td>
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<td><strong>Lisbeth Kamborian</strong></td>
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<td>Development Consultant</td>
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<td>LNK Associates</td>
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*Last position held*
Wendy Keenly
Commercial Insurance Inspector*
Overland Solutions, Inc.

Judith Kidd
Associate Dean for Student Life and Activities*
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Scott Knous
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Dave Kourtz
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Judy Kugel
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Rory Laughna
President*
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Margaret Lawrence
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Strategic Direction Publishers, Ltd.

Stella Lee
Marketing Manager*
IBM

Jonathan Lilienfeld
Vice President*
Fidelity Investments

Eli Lipcon
VP of Sales, General Business Services*
Bell Atlantic

Ray Locke
Year 2000 Program Manager*
Compaq Computer Corporation

Gabriele Loebbert
Vice President, Product Marketing*
Thomson Compumark

Andrea H. Loew
Executive Vice President & General Counsel*
Interactive Data Corporation

James Lomastro
Consultant*
Larchmeadow Associates

Mark Lowenstein
Small Business Counselor
SCORE Association

Donna McGrath
Course Integration Coordinator*
Geisel School of Medicine, Dartmouth College

Susan MacDouggall
Director of College and Alumni Success
SquashBusters

Julie Mairano
Executive Director*
Cornelia de Lange Syndrome Foundation

Bruce Margolis, Ph.D.
Executive Vice President, CHRO*
TXJ Companies, Inc.

Michael Mazloff
Director, Special Projects*
Justice Resource Institute

Lesly Michelot
Estate Planning Principal Attorney/Mediator
Michelot Law Office

Eugene B. Mihaly, Ph.D.
Chairman
Mihaly International Corp.

Michael Milczarek
Treasurer & CFO*
May Institute, Inc.

Stephen Mills
Director of Analytics*
Reed Business Information

Richard Mitchell
Change Management & Operational Planning Consultant*
Richard Mitchell Consulting

Diana Montenegro
Development Coordinator
Agassiz Baldwin Community

Lynn S. Moran
Executive Search Consultant
Associate Strategies

Donna Morelle
Superintendent*
Cumberland Public Schools

Brian Morrissey
Senior Consultant
Axis Technology

Marianne Mortara
Talent Management Director*
Shire Human Genetic Therapies

Barbara Mount
Medical Specialist*
Nationwide Insurance

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

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

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

Sue Ogle
President
OGLE Training and Consulting

*Last position held
Consultants

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

Anthony O’Reilly  
Chief Ethics Officer  
State Street Corporation

Carol Parker  
Engagement and Development Coordinator*  
Photographic Resource Center

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

Jean Preston  
Senior Consultant  
Tufts Health Plan

Pat Riemitis  
Chief Product and Marketing Officer  
The Atherton Group

Ron Ryan  
Vice President & CFO*  
Haemonetics Corporation

Julie Salganik  
Managing Principal  
Avance Global Consulting

Alfred Sapienza  
Associate Dean for Administration*  
University of Virginia, University Library

Meredith Segal  
Director of Strategy & Analysis  
Match Education

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

Steven Shapse  
Senior Psychologist & Principal  
Shapse & Associates

Linda Shyavitz  
President & CEO*  
Sturdy Memorial Hospital

Himanshu Sharma  
Bioinformatics Associate  
Partners Personalized Medicine

Sylvia Q. Simmons, Ph.D.  
President*  
American Student Assistance Corporation

Scott Smith  
President/CEO  
The SC Group

Jerry Socol  
Founder & Principal  
The Socol Group

Andrew Staniar  
Managing Director  
A.D. Staniar & Associates

Mike Stauff  
SVP, CFO*  
TranSwitch Corporation

Alan Steinert, Jr.  
Chief of Staff*  
Executive Office of Health and Human Services, Commonwealth of Massachusetts

Marilyn Stempler  
Partner*  
Brown Rudnick, LLP

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

William Stone  
Senior Account Executive*  
Dynatrace Software

Pam Swain  
Deputy Director*  
New England Historic Genealogical Society

Camay Tan  
Chief Financial Officer  
YMCA of Malden

Ruth Weber  
Project Manager, Talent Acquisition  
Fidelity Investments

Michael Thompson  
President & CEO*  
Venus Wafers

Donna Marie Ticchi  
Assistant Dean for Administration, School of Science  
Massachusetts Institute of Technology

Matt Weiner  
Independent Consultant

Victoria Wicks  
Vice President of External Affairs*  
Sanofi-Aventis

Jessica Wolfe  
Strategy and Innovation Consultant  
VA National Center for PTSD

John V. Woodard  
Of Counsel  
Dane & Howe, LLP

Regina Worship  
Private Contractor*  
RNW Associates

Andrew Wrobel  
Senior Vice President*  
Fidelity Investments

Debra Yanofsky  
Marketing Consultant*  
Fidelity Investments

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

*Last position held
The ESC Encore Fellowship Program is an innovative way for nonprofits to hire experienced and talented professionals. Fellows serve in interim roles to help build capacity in areas such as marketing, fundraising, human resources, finance, business development, and program development. They are designed to be on-the-ground implementers, able to oversee and execute on a variety of projects.

Claudia Bach  
Director, Encore Talent Programs  
Education Pioneers

David Guydan  
Director, Discovering What’s Next Program  
ESC of New England

Catherine Kang  
Director  
Encore Boston Network

Wendy Keenly  
Financial Project Manager to Support  
New Executive Director Transition  
Agassiz Baldwin Community

Rory Laughna  
Finance and Operations Director  
Soccer Without Borders

Michael Mazloff  
Interim Director of Business Development  
National Institute for Children’s Health Quality

Donna Morelle  
Director, Encore Fellowship Program  
ESC of New England

Jonathan Reuman  
Human Resources Consultant  
Horizons for Homeless Children

Attendees enjoy an Agassiz Baldwin Community event.

Photographs courtesy of Agassiz Baldwin Community.
Discovering What’s Next

Through Discovering What’s Next, ESC provides the opportunity for people to shift their perception about what is possible in the second half of life. The programs share ideas, resources, and a community of peers with people who seek a stronger sense of purpose in their work, engagement in their communities, and balance in their lives.

Programs are typically offered through intermediaries – financial services firms, councils on aging, higher education alumni groups, adult communities, and more – to reach larger audiences and realize greater benefits for people in transition.

Signature offerings:

• “Discover Your Encore” encourages participants transitioning from their primary careers to deliver an “encore” performance with a social impact in the nonprofit sector. Through a guided self-discovery process, participants explore their motivations, interests, and competencies, leading to development of personal goals and encore stories.

• “Thinking Beyond the Money” provides a framework that connects non-financial considerations and decisions with the financial planning process. It presents participants with a new definition of retirement and a practical model for charting one’s future by identifying six key retirement planning priorities.
Our sincere thanks to everyone who donated so generously to ESC. Your support leveraged nearly $2.5 million in donated professional services and helped over 100 nonprofits fulfill their missions to create positive change in our community.

**Benefactor ($5,000+)**
John B. Gray
Sarah Lupfer
Hungwah Yu

**Partner ($2,500-$4,999)**
Bruce Enders
Albert Gold
Patricia R. Hurley
Wendy Weiss

**Sustainer ($1,000-$2,499)**
Sandy Batchelder
Ashok Boghani
Doug Dickson
Mariana (Molly) Downer
Kenneth Fischer
William R. Huss
Scott Knous
Barbara A. Michaelsen
Joan Montepare
Peter Olsberg
Miles Robinson
Robert Schneider
Robert P. Shay, Jr.
Michael F. Stauff
Bob Traylor

**Sponsor ($500-$999)**
Michael Byrnes
Edmund B. Cabot
Robert French
George Hanford
Donald Hodgman
Eli Lipcon
Christopher Malone
Marion Nierintz
Susan H. Ogle
Dean E. Ridlon
Ron Ryan
William Schrader

**Supporter ($250-$499)**
Richard Balzer
Karen M. Burns
Bonnie Clendenning

**Friend ($1-$249)**
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We have done our best to accurately list our donors. Please accept our sincere apologies for any errors or omissions, and contact the office to help us correct our records. Thank you.
## Financial Overview

### Unrestricted Revenues and Support

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donated professional services*</td>
<td>$2,482,743</td>
<td>$2,390,574</td>
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<tr>
<td>Contributions</td>
<td>$151,217</td>
<td>$153,045</td>
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<tr>
<td>Fee income</td>
<td>$328,150</td>
<td>$213,825</td>
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<tr>
<td>Satisfaction of program restrictions</td>
<td>$201,607</td>
<td>$240,499</td>
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<tr>
<td>Income from spending policy</td>
<td>$41,818</td>
<td>$29,649</td>
</tr>
<tr>
<td>Total unrestricted revenues and support</td>
<td>$3,205,535</td>
<td>$3,027,592</td>
</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th></th>
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<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program services</td>
<td>$2,905,619</td>
<td>$2,716,822</td>
</tr>
<tr>
<td>Management and general</td>
<td>$234,317</td>
<td>$223,807</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$63,442</td>
<td>$75,807</td>
</tr>
<tr>
<td>Total expenses</td>
<td>$3,203,378</td>
<td>$3,016,436</td>
</tr>
<tr>
<td>Changes in unrestricted net assets from operations</td>
<td>$2,157</td>
<td>$11,156</td>
</tr>
</tbody>
</table>

### Other unrestricted revenues (expenses)

<table>
<thead>
<tr>
<th></th>
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<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in unrestricted net assets</td>
<td>$2,226</td>
<td>$11,188</td>
</tr>
<tr>
<td>Change in temporarily restricted net assets</td>
<td>($164,018)</td>
<td>$20,270</td>
</tr>
<tr>
<td>Change in permanently restricted net assets</td>
<td>$48,908</td>
<td>$504,391</td>
</tr>
<tr>
<td>Total change in net assets</td>
<td>($112,884)</td>
<td>$535,849</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net assets, beginning of year</td>
<td>$1,668,243</td>
<td>$1,132,394</td>
</tr>
<tr>
<td>Net assets, end of year</td>
<td>$1,555,359</td>
<td>$1,668,243</td>
</tr>
</tbody>
</table>

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*Donated Professional Services represents volunteer consultant hours, valued at a rate of $175 per hour in FY 2015.*
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*Last position held