A Letter from the President & Board Chair

Dear Friends,

These past ten years have been quite the journey. We started out with some questions: How do we move people out of poverty? How do we actually get people to a family-sustaining wage that takes away the stress, that gives stability, that gives the next generation the chance to flourish and grow, that builds an economy with skilled people that can drive all of us and what we need?

The gap between rich and poor in the US has been and will continue to widen. At the same time, creating meaningful pathways out of poverty has become more complex. Obtaining and remaining in jobs with family-sustaining wages now requires lifelong navigational skills. What gives us hope and encouragement is that our families are learning these skills and completing incredible goals.

In the United States, we are the industry leader in economic mobility coaching. Our success has come not just from the hard work of our wonderful staff and partners, but from the accomplishments of our participants. It is their determination and perseverance that fuels EMPath.

As we look back on the last decade, we are reminded that the future is upon us. We will lead what is the revolution of human services to being the revolution of human development. The work will no longer be to give the goods that people cannot provide for themselves, but provide the pathways forward that will allow them to be part of the new economy in the ways that they want to be.

There’s an exciting journey ahead for us and you’ve been part of the ride all along. Thank you so much and we’re very grateful to have you with us.

Appreciatively,

Elisabeth D. Babcock, MCRP, PhD
President & CEO

Corinne Larson
Board Chair
An Industry Leader: 2019 Highlights

BILLION DOLLAR WAGE CHALLENGE

EMPath won one of two awards for JFF’s $1 Billion Wage Gain Challenge, a nationwide competition hosted by the nonprofit JFF that sought ideas to raise the annual wages of at least 100,000 workers by $10,000 or more by the end of 2021.

COLLABORATING IN HEALTH CARE SETTINGS

Health care providers have been increasingly focused on addressing the social, economic, and environmental factors that impact a person’s health, known as the “social determinants of health.” EMPath authored a paper on the potential for collaboration between human services and health care organizations.

INTERGEN EXPANSION

In conjunction with the Nordblom Family Foundation, EMPath selected five member organizations of the Economic Mobility Exchange™ to receive grants of $92,000 each. The grants will enable these organizations to implement Intergen, EMPath’s coaching model that helps whole families exit poverty.
In May 2019, EMPath celebrated the ten-year anniversary of Mobility Mentoring, a breakthrough coaching approach, at its annual Economic Independence Day event. Supporters gathered to hear remarks from Mass. Attorney General Maura Healey, the event’s keynote speaker (photo on page 8), and Norma E., one of the pioneer members of the flagship program, called Career Family Opportunity (CFO).

EMPath piloted the Mobility Mentoring model in 2009 with the launch of the five-year CFO program. Since then, graduates of this program have increased their incomes by a whopping 178% on average.

In 2019, eight women graduated from CFO, each one accumulating $10,000 or more in assets and securing a job with a family-sustaining wage. This year’s graduates collectively earned six degrees, increased their credit scores by an average of 102 points, and saved a combined total of $42,596.

At the June 2019 graduation ceremony in Dorchester, mentors beamed with pride as they spoke about each graduate’s challenges, growth, and accomplishments. The graduates also spoke, reflecting on their journeys and thanking their mentors for their unconditional support and encouragement.

In Mobility Mentoring, participants work one-on-one with mentors to develop the skills, resources, and sustained behavioral changes necessary to achieve and preserve economic independence. Because the path to economic self-sufficiency cannot be found in any one health or human service category, EMPath’s coaching approach bridges multiple areas of life: family, finances, education, employment, and well-being.
## 2019 Graduates of Career Family Opportunity (CFO)

<table>
<thead>
<tr>
<th>Metric</th>
<th>2009</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Families exiting shelter to permanent housing</td>
<td>30%</td>
<td>73%</td>
</tr>
<tr>
<td>Participants enrolled in a new education program</td>
<td>1%</td>
<td>43%</td>
</tr>
<tr>
<td>Participants who landed a new job</td>
<td>3%</td>
<td>64%</td>
</tr>
<tr>
<td>Participants in shelter who built up savings</td>
<td>1%</td>
<td>60%</td>
</tr>
</tbody>
</table>

### 10 Photos for 10 Years of Mobility Mentoring® (Back Cover)

1. Inaugural ceremony and celebration of the flagship program, Career Family Opportunity (CFO)
2. Program sign welcomes guests at first anniversary event
3. President & CEO Elisabeth Babcock stands next to Kate Merck, an initial investor in CFO
4. Diana Rocha, long-time EMPath Staff and CFO architect, speaks at the group’s first community meeting
5. LaShauna Walker (now a Board Member) smiles with Sarah Bellemore at her CFO graduation
6. Groups meet regularly for training and workshops
7. Director of Advocacy Chelsea Sedani stands beside a CFO participant who addresses a crowd at an advocacy event
8. CFO graduate Norma E. sits next to VP of Programs Judy Parks at the 2016 conference
9. A group of EMPath Board and Staff stand under the Zakim Bridge after changing the name to EMPath
10. VP of Public Policy Ruthie Liberman, President & CEO Elisabeth Babcock, Boston Mayor Marty Walsh, and former Board Chair Leah Sciabarrasi smile for a picture at the 2018 conference.
“I feel like I can accomplish anything! Nothing in this world is outside my reach.”

Lashaunda  EMPath Participant

Since beginning EMPath’s flagship program two and a half years ago, Lashaunda has made huge strides. Today she works full-time supporting MassHealth members at a health care company, has built up her financial stability including savings and credit, and has a strong support system for herself and her four daughters. In 2018, she and her daughters went on a cruise to the Caribbean, their first time leaving the country.

Lashaunda has been involved in EMPath’s work advocating for policy change in Massachusetts. She helped in the effort to lift the Cap on Kids, which denied benefits to 8,700 children who were conceived while, or soon after, their family began receiving benefits – including two of Lashaunda’s daughters. Speaking at an event several years ago, Lashaunda explained, “It’s neglectful to exclude any child from the budget when parents are responsible for ALL children. The reality is that, regardless of who the money is dedicated for, I will not see my other kids go without. I’m being forced to decide what bills should be paid and what can wait when my kids have needs.” Thanks to the advocacy of Lashaunda, other EMPath participants, and fellow members of the Coalition to Lift the Cap on Kids, the Massachusetts legislature lifted the cap in April 2019.

Today, Lashaunda is working toward a social work degree and hopes to have her own practice. Her next family vacation is planned for February 2020. She says she has come to realize the importance of self-care: “It’s more than just a luxury spa day. It’s truly learning to be kind to myself, forgive myself for mistakes I may have made in the past that led to my struggle with a lack of financial literacy, to slow down to play a bit, and to honor my needs first in order to be fully present for those who depend on me. It’s much better to give from a full cup. As a single parent, there is only one person holding up the entire foundation for the family. If I crumble, everything around me falls apart. Therefore, self-care is not optional, it’s an absolute necessity!”

“I know that I am in the driver’s seat of my life,” she says. “I can move it forward despite my tough starting point.”

**2019 POLICY WINS**

<table>
<thead>
<tr>
<th>Family Cap Repealed</th>
<th>Income Cap Raised</th>
</tr>
</thead>
<tbody>
<tr>
<td>TAFDC benefits will no longer be denied to children based on when they were conceived</td>
<td>Families already in shelter can now have incomes up to 200% of the Federal Poverty Level before becoming ineligible</td>
</tr>
<tr>
<td>Change retroactive to January 1, 2019</td>
<td>Change effective immediately</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Access to Shelter Improved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Families no longer have to sleep in places “not meant for human habitation” before accessing shelter</td>
</tr>
<tr>
<td>Change effective immediately</td>
</tr>
</tbody>
</table>

Read about other policy wins at empathways.org/updates.
What makes a good Mobility Mentor?

A Mobility Mentor is someone who can actively listen. They're consistent. They follow through, they circle back. A mentor is someone who can relate, but at the same time, challenge you a little bit and push you to the next level. A mentor is able to help participants see that vision of what is possible.

Tell us about a time a participant achieved a difficult goal.

I once got a referral to work with a participant who had a lot going on. She was the breadwinner for her family, she didn't have a strong social network, she wasn't working at the time, and she definitely didn't want to talk about finances. We set up a meeting. No call, no show, twice. I reached out to her mentor to set up a joint meeting, because they already had a relationship. Slowly, she started showing up and developing a trust with me.

We set our first financial goal to create a budget. She was spending a good chunk of money on food. I remember asking her, “How does that feel?” She opened up and told us that part of the way she dealt with stress was by eating. I asked her, “What would you do differently? Is there any way you could find a different way of taking care of yourself?”

A couple months later she found a job where she was cooking and making good money. She started taking care of herself, she cut back on smoking, and she started saving. She was able to accomplish all these amazing financial goals. This is someone who wouldn't talk to you about finances before—it was like pulling teeth in our meetings.

I think part of the reason she came around was because we stopped talking about finances. We started talking about everything else in her life and how she dealt with stress. That was a breakthrough moment. It wasn't just saving money and opening a bank account that worked for her. It wasn't about creating a budget. It was really about finding a way to deal with a stressful situation.

When you push the numbers to the side, what's left over is the emotions. Finances are such an emotionally charged topic. As a financial specialist, if you're just focusing on the numbers, you're not going to get too far. At first, we might not know what the relationship is between the money and the emotion but I guarantee you if you dig deeper you start making those connections.

What is one thing you wish people knew about Mobility Mentoring®?

That it works. It's really just that simple. I think most organizations try to figure out how to get someone out of poverty. I think the tools we have resonate with the participants and the data shows that it actually does work. I've seen it firsthand in working with participants and there are other organizations adopting our model.

Read the full interview at empathways.org/updates.
“When I think about what you’ve been doing, setting standards, raising the bar, setting these outrageous goals, and then actually achieving and exceeding them; it’s awesome.”

Maura Healey, Attorney General of Massachusetts, speaking at May event

Conference Recap

In November 2018, EMPath hosted its biennial Disrupting the Poverty Cycle Conference at UMass Boston. 400 individuals from five different countries attended the three-day event.

Boston Mayor Marty Walsh addressed the conference, saying, "Boston is a city that’s world class because it works for the middle class. We have to make sure we’re helping people get into that middle class." He added, “Regardless of what’s happening on a national scale, cities need to stand up and take responsibility. We need new tools and new partnerships for restoring economic mobility.”

Speakers covered topics such as inter-generational mobility, confronting bias, and changing the poverty narrative. EMPath’s research and evaluation team analyzed the conference survey responses and found that of the 149 respondents, 93% found the overall experience to be excellent or very good. We’re looking forward to the next conference in 2020.

“EMPath is making a difference in people’s lives. They’re effective at it locally and are transferring that knowledge and effectiveness in an ever-increasing number of locations. That’s why I give to EMPath.”

~ Barbara Ogden, donor since 1983
“[Our] staff have experienced a shift in participants’ level of engagement and self-efficacy; some staff have called this the kind of social work they have always wanted to do; excitement and energy around the possibility.”

“The Exchange gives us the opportunity to see how others are utilizing the tools. We’ve been able to connect and share our experiences which leads to deeper thought around some issues and how to better track outcomes.”

“We couldn’t be doing this work without the ongoing support of EMPath staff.”

FY2019

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New Members

120 MEMBERS
36 STATES & 4 COUNTRIES

(Top Photo) CFO participant Meshell speaks on an advocacy panel at the Exchange Convening along with Board Member Heidi Brooks (center) and Victoria Bennett (right) from Episcopal Community Services of Philadelphia, PA
Donors

EMPath participants, staff, Board Members, and partners with State Representative Marjorie Decker at an advocacy day at the MA State House

 Individuals

$100,000+
Anonymous
Jean Blair McElroy Trust

$50,000-$99,999
Carson Biederman
Donna Jeffers

$20,000-$49,999
Eileen Casey
William Mantzoukas
Katharine Merck
Brian Spector

$10,000-$19,999
Elisabeth Babcock
Anne Covert
Laurence Kantor
Edward Pendergast
Robert Reilly

$5,000-$9,999
Sue Curran
Susan Donahue
Claire Newton
Barbara Russell
Anne St. Goar
Charlotte Wagner
Peter Zane

$1,000-$4,999
Anonymous x3
Nathalie Apchin
Hal Belodoff
Elizabeth Boveroux
Rachael Bradley
Heidi Brooks
David Caruso
Vaidyanaltian
Chandrashekhar
Mary D. Coleman
Elizabeth De Montigny
Katharine Delaney
Barbara Felton
Christine Forget
David Frankel
Jennifer Gaudet
D'Arcy Goldman
Will Goldthwait
Jay Hirsh
Katelynn Kendall
Clyde Kessel
Christian Kreilkamp
Corinne Larson
Anne Louise
Claudia Mathis
Betty Morningstar
Pamela Murray
Louise Murray
Janet Offensend
Karen Osborn
Eric Paley
Judith Parks
Dorothy Puhy
Theresa Roy
Leah Sciabarrasi
Benson Shapiro
Fredi Shonkoff
Lauren Smith
Jill Smith
Carol Stoner
Anne Symchych
Emily Wade
Wendy Watson
Mary Werler
Susan Whitehead
Louise Wylan

$500-$999
Anonymous x2
Jane Abu
Louise Ambler
Sarah Ambler
Elizabeth Ambler
Kate Barton
Joni Beshansky
George Bouchard
Rachel Chagnon  
Breana Cole  
David Coppins  
Joshua Correa  
Luis De Luzuriaga  
Mary Farrington  
Linda Felter  
Barbara Freedman Wand  
Pam Goodman  
Ian Jeffers  
Ivka Kalus-Bystricky  
Nancy Keating  
Ann Lord  
Connell McNamara  
Virginia Meany  
Karen Shine Nelson  
Matthew Pickett  
Richard Platt  
Weili Su  
Anne Turner  
Jeanne Waldinger  

**$249 & Under**

Anonymous  
Samir Agarwal  
Michelle Almeida  
Akshay Anand  
Stephanie Anderson-Garrett  
Kennedy Arroyo  
Linda Ayers  
Christine Baldwin  
Aileen Barbiellini Amidei  
Laura Barooshian  
Kathleen Barton  
Bethany Basile  
Anuja Batra  
Robert Bechek  
Daniel Belanger  
Patricia Belden  
Sarah Bellemore  
Videen Bennett  
Michael Bentinck-Smith  
JudyAnn Bigby  
Barbara Bix  
Clancy Blair  
Paula Blank  
Carol Bowen  
April Brackett  
Bernice Bradin  
Alice Bray  
Kenneth Brown  
Conner Brown  
James Bueche  
Thomas Burleigh  
Holly Burns  
Kathryn Burns  
Eleanor Butler  
Margaret Butteriss  
Michael Caceres  
Jeanette Callahan  
Leon Cantor  
Sonia Chang-Diaz  
Maria Charrette  
Kathie Chrisicos  
Amanda Cobb  
Gregg Croteau  
Dylan Curtis  
Fay Dabney  
Keith Daly  
Raymond De Vasto  
Tim DeLessio  
Mary Ellen Dobruck  
Sheilah Dooley  
Mark Duffy  
Phillipe Edouard  
BettyLou Edwards  
Cynthia Esposito  
Margaret Everett  
Honore Fallon  
Susan Foster  
Aisha Francis  
Richard Gair  
Rio Gaiser  
Catherine Garnett  
Julia Gittleman  
Matthew Godoff  
G.W. Goodale  
Thomas Goodale  
Daniel Gottlieb  
Beth Green  
Patricia Greninger  
Maya Grevatt  
Ellen Griggs  
Jim Hackett  
Carolyn Hamming  
G. Hampson  
Kenn Harris  
Christopher Harvey  
Beth Hennessy  
Viviana Hernandez  
Kathleen Hession  
Michael Hession  
Arusha Hollister  
Lewis Holmes

**$250-$499**

Anonymous  
Michael Ames  
Marilyn Brookwood  
Catherine Buttenwieser  
Brit d'Arbeloff  
Jean Farrington  
Kathleen Gaydos  
Susan Gershenfeld  
Alex Gonzalez  
Edward Heller  
Richard Hiersteiner  
Christopher Jackson  
Patricia Mullin  
Coleman Nee  
Hollis Nichols  
Barbara O’Connell  
Walter Pressey  
Adele Pressman  
Edineide Rosa  
Betty Salzberg  
Diane Schmalensee  
Risa Shames  
David Stuehr  
Ilene Sussman  
Adriano Taylor-Escobedo  
John Villela  
LaShauna Walker  
Cindy Walling  
Anna Xia
Marianna Iacoi
Scott Ingle
Eleanor Iselin
Leah Jackson
Stuart Jacobson & Suzanne Cooper
Gaurav Jagani
Cynthia Jones
Fredie D Kay
Beth Kemler
Janet Kruse
Anicia Kuchesky
Sabrina Kurtz-Rossi
Andrew Kyriacou
Susan Lambeth
Terri Landeck
Josue Laurole
J. Adrian Lawrence
Sand Lawrence
Dietra Lee
Matt Lepley
Naomi Lev
Ruthie Liberman
John Lippitt
Debbie Little-Chiumento
Larry Logman
Debbie Lundgren
Betty Lykins
Emily Maitin
Michelle Martin
Larry Mayes
Valerie Mayo
Derek McCarthy
Matthew McClintic
Judith McDonough
Josephine McNeil
James Medeiros
Heather Meehan
Katherine P. Messenger
Daniel Michaud Weinstock
Robert Miller
Susan Miller
Theresa Mock
Jaymee Moreno
Andrew Neary
Deirdre Nectow
Ryan Nelson
Sue Newton
George Noyes
Judith Obermayer
Jacqueline O’Connor
Marsha O’Doherty
Barbara Ogden
Sandra O’Neil
Claire O’Neil
Deborah Oriola
Constance Otradovec
Michael Pahe
Cathy Smith Papadellis
Kevin Papadopoulos
David Parks
Jonathan Pate
Ellen Payzant
Robert Perkins
Lisa Pezzoni
Anne Pfaff
David Pilbeam
Dennis Pioppi
Maija Pratt
Ronit Prawer
Glenda Probst
Elaun Rave
William Ray
Stephen and Diane Richter
Bernice Rosenwald
Gulmohor Roy
Nicki Ruiz de Luzuriaga
Carole Schlessinger
Alexandra Schweitzer
Constance Seidl
Robert Seifert
Renata Selig
Naomi Shore
Michael Simons
Sandra Sobel
Trisha Solio
Michael Soucy
Petr Soustal
Joia Spooner-Fleming
Nathalie Stonier
Eleanor Sudler
Eleanor Sullivan
Beverly Sullivan
Scott Supple
Amanda Taft-Pearman
Lincoln Taggart
Elaine Tagliareni
Elaine Tagliareni
Melissa Tansey
Michael Timmermans
Maureen Tivnan
Laurie Tosti
Christine Tosun
Shellie Unger
Mary Van Mameren
Virginia Vaughan
John and Ann Verrilli
Maryann Wadsworth
Marcy Wagman
Barbara Wallace
Danny Wallace Watt
Robert Webster
Elisabeth Weitzel
Diane Wilson
Rose Wright
Wendy Zazik
Ana Zepeda
Mariusz Zielinski
Kimberly Zipursky

(Left) Sarah Bellemore hugs a participant at the 2019 CFO graduation ceremony
## Corporations & Foundations

### $100,000+
- Brickbottom Foundation
- Frieze Family Foundation
- Hearst Foundations
- Kresge Foundation
- Nordblom Family Foundation

### $50,000-$99,999
- Bank of New York Mellon
- Franklin Square House Foundation
- State Street Foundation, Inc.

### $20,000-$49,999
- The Boston Foundation
- G. Gorham Peters Trust
- John Hancock Financial Services, Inc.
- The Klarman Family Foundation
- Liberty Mutual Group
- Lincoln & Therese Filene Foundation

### $10,000-$19,999
- Anna B. Stearns Charitable Foundation
- The Boston Consulting Group
- Boston Medical Center
- Charles Sanders Trust
- Citizens Financial Group, Inc.
- Eastern Bank Charitable Foundation
- Greater Cincinnati Foundation
- Humboldt Storage and Moving Company
- James F. Casey Fund
- New England Patriots Foundation
- Rhonda S. Zinner
- SkillWorks

### $5,000-$9,999
- Anchor Capital Advisors, LLC
- Breed’s Hill Capital
- Crane Fund for Widows and Children
- Data Point Capital
- Deloitte Consulting, LLP
- Dorothy and Jonathan Rintels Charitable Foundation
- Ernst & Young, LLP
- Frederick A. Bailey Trust
- Hastings-Plummer Fund
- Morgan, Lewis & Bockius LLP
- Pearson Foundation Fund
- People’s United Community Foundation
- Roy A. Hunt Foundation
- State Street Corporation
- Thomas Partners
- TJX Foundation, Inc.
- United Way of Massachusetts Bay and Merrimack Valley

### $1,000-$4,999
- A.W. Perry, Inc.
- Amelia Silliman Rockwell & Carlos Perry Rockwell Fund

### $500-$999
- Amazon Smiles Payments
- Cambridge Trust Company
- Fidelity Foundation
- Give with Liberty
- The Well Coffee House

### $499 & Below
- Boston Advisors, LLC
- Hecht-Sabin Family Fund

**Below**

EMPath VP of Public Policy Ruthie Liberman (second from right) with MA Governor Charlie Baker (third from left) at the Jobs & Workforce Development Summit, October 2018.
### Economic Mobility Pathways

#### Statement of Financial Position

<table>
<thead>
<tr>
<th>Assets</th>
<th>6/30/19</th>
<th>6/30/18</th>
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</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td>$1,372,804</td>
<td>$1,345,720</td>
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<tr>
<td>Investments</td>
<td>$5,608,375</td>
<td>$5,512,945</td>
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<tr>
<td>Property, Plant and Equipment, Net</td>
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<td>$3,167,870</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$10,004,248</strong></td>
<td><strong>$10,026,535</strong></td>
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<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Liabilities:</td>
<td></td>
<td></td>
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<tr>
<td>Current Liabilities</td>
<td>$958,208</td>
<td>$1,008,251</td>
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<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$958,208</strong></td>
<td><strong>$1,008,251</strong></td>
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<tr>
<td>Net Assets:</td>
<td></td>
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<tr>
<td>Without Donor Restrictions</td>
<td>$4,307,773</td>
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<tr>
<td>With Donor Restrictions</td>
<td>$4,738,267</td>
<td>$4,722,109</td>
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<td><strong>Total Net Assets</strong></td>
<td><strong>$9,046,040</strong></td>
<td><strong>$9,018,284</strong></td>
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<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>$10,004,248</strong></td>
<td><strong>$10,026,535</strong></td>
</tr>
</tbody>
</table>

#### Sources of Operating Funds:
- **Government Support**: 71%
- **Gifts and Grants**: 20%
- **Fee for Service**: 7%
- **Investment Income**: 2%

#### Change in Net Assets from operating activities:
- FY19: **($67,675)**
- FY18: **($233,725)**

#### Use of Operating Funds:
- **Programs**: 80%
- **Management and General**: 8%
- **Research and Advocacy**: 7%
- **Fundraising**: 5%

### Economic Mobility Pathways

#### Statement of Activities

<table>
<thead>
<tr>
<th>Operating Revenue</th>
<th>FY19</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Service Fees</td>
<td>$9,624,373</td>
<td>$9,330,869</td>
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<tr>
<td>Gifts and Grants</td>
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<tr>
<td>In-Kind Gifts</td>
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<td>Investment Income Appropriated</td>
<td>$267,000</td>
<td>$279,000</td>
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<td>Other Income</td>
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<td>$345,348</td>
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<td><strong>Total Operating Revenue</strong></td>
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<td><strong>$12,125,107</strong></td>
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<table>
<thead>
<tr>
<th>Operating Expenses</th>
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<th>FY18</th>
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<tbody>
<tr>
<td>Program Services</td>
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<td>$10,643,597</td>
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<tr>
<td>Management and General</td>
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<td>Fundraising</td>
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<td><strong>$12,358,832</strong></td>
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<table>
<thead>
<tr>
<th>Change in Net Assets from operating activities</th>
<th>(FY19)</th>
<th>(FY18)</th>
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</thead>
<tbody>
<tr>
<td><strong>Change in Net Assets from operating activities</strong></td>
<td><strong>($67,675)</strong></td>
<td><strong>($233,725)</strong></td>
</tr>
<tr>
<td><strong>Change in Net Assets from non-operating activities</strong></td>
<td><strong>$95,431</strong></td>
<td><strong>$45,432</strong></td>
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<td><strong>$27,756</strong></td>
<td><strong>($188,293)</strong></td>
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<td><strong>Ending Net Assets</strong></td>
<td><strong>$9,046,040</strong></td>
<td><strong>$9,018,284</strong></td>
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</table>
Board of Directors

Corinne Larson
Chair

Donna Jeffers
Vice Chair

Eileen Casey
Treasurer

Carson Biederman
Clerk

Elisabeth D. Babcock, MCRP, PhD
President and Chief Executive Officer

Management Staff

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President and Chief Executive Officer

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Senior Vice President and Chief Operating Officer

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Chief Financial Officer

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Director of CFO and Intergen

Stephanie Brueck-Cassoli, LCSW
Director of Curriculum and Instruction

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Associate Vice President of Housing and Family Mobility

Cindy Gura Walling
Associate Vice President of Community Residential Programs and Housing

Charles Homer, MD, MPH
Chief Improvement Officer

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Associate Vice President of Learning Platforms

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Vice President of Public Policy

Jennifer Lowe, PhD
Vice President of Shared Learning and Member Networks

William McGauley
Director of Finance

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Vice President of Mobility Mentoring Programs and Services

Raysheema L. Rainey, MPA
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Nicki Ruiz de Luzuriaga, MPA
Vice President of Institutional Advancement

Devashri Salvi, MPH
Director of Program Monitoring and Evaluation

Chelsea Sedani, MSW
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Joanea Spencer, LCSW
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Ashley Winning, MPH, ScD
Vice President of Research and Evaluation

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Associate Vice President of Facilities and Food Services