The mission of INROADS is to develop and place talented underserved youth in business and industry and prepare them for corporate and community leadership.
IN THIS REPORT

- INROADS Mission
- Message from the Chairman
- Message from the President
- INROADS Difference
- INROADS Testimonials
- Careers Transformed
- Alumni Engagement
- Program Impact
- Program Outcomes and Impact
- National Board of Directors
- Financials
- Thank You to Donors and Contributors
Dear INROADS Family:

It brings me great pleasure to share the INROADS Annual Report for fiscal years 2015 and 2016. These years have been pivotal for INROADS. They allowed us a chance to lay the foundation for refining our services. They allowed us an opportunity to make investments that will provide strong returns in the years to follow.

With all of these investments, INROADS’ leadership has executed the vision set forth by the National Board of Directors with a high level of fidelity. As a result, under the leadership of former National Board Chair, Mr. Jeffrey Perry, INROADS strengthened its performance in the following areas:

**Student Recruitment and Partnerships**
INROADS saw significant gain in its student involvement. Increases in student participation allowed the organization to leverage its demand to encourage more partners to join in INROADS’ mission and supply more internships for students.

**High Intern-to-Career Conversion**
In fiscal years 2015 and 2016, INROADS made a significant gain in the number of INROADS’ interns to earn job offers from partners. More than 80% of our interns earn job offers from the companies that supplied them with an internship opportunity.

**Alumni Connection**
INROADS advanced its efforts to remain connected to its more than 28,000 alumni around the world. From fiscal years 2015 and 2016, INROADS refined its Hot Prospects and Mid-Level Careers initiatives that provide recent college graduates, and middle managers, with exposure to career opportunities. In 2016, I had the honor of being appointed Chairman of the National Board of Directors. Following Mr. Perry’s leadership is an honor. It is also humbling.

Serving as Chairman of INROADS National Board is a sacred trust. In the ‘80s, I was introduced to INROADS as a young manager responsible for managing the INROADS and P&G partnership. Today, I am a senior executive at P&G and leading the INROADS board.

Because of the connection I have to INROADS, I am energized by the challenges we face as we chart our future. I am comforted by the bold leadership provided by our President and CEO, Forest Harper. I am driven to support and advance the organization in its quest to Transform Lives.

Sincerely,

Barron Witherspoon, Sr.
Chairman, National Board of Directors
INROADS, Inc.
INROADS has a rich history. Since 1970, INROADS has served as a thought leader to Corporate America and organizations that provide community leadership. The influence of this organization has provided innovative solutions, diverse talent and leadership development to help companies rethink their corporate leadership development pipeline. We have preserved our place as a leader in providing career opportunities to diverse and underserved students.

Leading an organization with such rich history is humbling. It is also very rewarding. I believe I have the greatest job in the world. Each day, I work with a team of leaders who pioneer programs for fulfilling our mission, vision and mandate in the lives of those we serve. The result of this work is that we Transform Lives.

This annual report provides an analysis of the investments we’ve made from 2014 to 2016 to transform the lives of diverse and underserved students.

Charting a rich future for our students begins with clarity of mission and a sense of purpose about why we wake up each day to work at INROADS.

Thanks to the envisioned leadership of our Board of Directors, INROADS will look to add clarity of mission and purpose in the 2017 Fiscal Year.

Today, we are aligning all of our work toward a rich future. We are defining our efforts to grow into a global thought leader and increase our ability to innovate.

INROADS’ pursuit to become a global thought leader in diverse leadership and talent development is being built on the foundation of Plan 2020. Plan 2020 is our six-pronged approach for advancing our influence and impact as the premier leadership development organization to corporations, government agencies, communities and donors.

Plan 2020 is INROADS’ roadmap to becoming:
1. The partner of choice for the development of evidence-based programs
2. The partner of choice for diverse pipeline development for leaders and professional engagement
3. The partner of choice for STEM diversity talent
4. Partner of choice for programs that promote a leadership continuum that leads to the C-Suite
5. Partner of choice for programs that deliver measurable impact
6. Partner of choice for strategic alliance that drive results that meet their needs

I am grateful to be allowed to do life-changing work. I am honored to be able to do this work alongside an INROADS’ team that is both passionate and effective. Thank you for allowing us to serve and to continue to transform lives.

Sincerely,

Forest T. Harper, Jr.
INROADS President and CEO
THE INROADS DIFFERENCE

The INROADS difference is found in our foundation of diversity and innovation. The more we diversify our programs, the more we can innovate an organization’s future with a strong talent pipeline. At INROADS, we develop underserved, and many times first generation, college students to move from the Career Continuum through high school and college, to convert their internships to full-time positions and to grow in their careers to the C-Suite, all while giving back to their communities.

INROADS believes in partnering with corporations, government agencies, donors and the community to be the premier leadership development organization to help shape and develop talented and diverse leaders able to deliver sustainable impact worldwide.

This report details the 2015 and 2016 Fiscal Years as INROADS continues to elevate its organization and move towards our mission: to develop and place talented underserved youth in business and industry and prepare them for corporate and community leadership.

INROADS PROVIDES

• Career and community leadership development
• Personal coaching
• Mentorship
• Hands-on career exploration and immersion activities
• Focus on business and STEM
• Fundraising & Investing in the Mission
I wasn't supposed to be a Googler. Where I come from, guys like me are not expected to become software engineers ... While I’ve always tended to be naturally inquisitive and creative, I had to learn good leadership through the invaluable training I received as an INROADS intern.

Anthony Mays
INROADS Alumnus
Software Engineer
Google, Inc.

As a first generation college student and a daughter to a low/middle income family ... I can’t thank INROADS enough for allowing me to be that much closer to my dream.

Lucero Delgado
INROADS Intern
Rising Senior
Finance and Management
INROADS Visiones 100 Scholarship Recipient
The thing that you get at INROADS is that you build your network. And that is something that you don’t get an opportunity to do in school.

Andrew Au
INROADS Alumnus
Founder
Intercept Group

INROADS has changed my life in every way possible! I came from being a junior in college with a very unclear vision of my future, to a senior in college that had already accepted an offer a year before graduation. Luis Abarca [INROADS Southeast Assistant Regional Director] helped guide me every step of the way and I am so grateful for his mentorship. INROADS gave me the resources and confidence I needed to land this amazing job!

Tatiana O’Hara
INROADS Alumna
District Manager
ALDI
“Thanks to INROADS, I landed my first job at Fannie Mae, which led to a 15-year career in the housing industry, and eventually to JPMorgan Chase.”
CAREERS TRANSFORMED

The Career Continuum-To Conversion–To C-Suite
INROADS strives to be a Premier Leadership Development organizational partner to corporations, government agencies, donors and the community, helping to shape and develop talented diverse leaders and deliver sustainable impact on the community and the world.

Our Value Proposition is to create community service and social impact on talented underserved youth by engaging C-Suite executives, networking, contributing to governance leadership, creating diversity and thought-leadership, and developing the leadership pipeline.
# Alumni Engagement Highlights

## Alumni Giving

<table>
<thead>
<tr>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>$40,103</td>
<td>$49,083</td>
</tr>
</tbody>
</table>

## Cultivation Events

- Updated **3,000+** alumni records by way of survey responses through Harris Connect
- **Developed Philanthropy Curriculum** with MetLife
- **Created** alumni directory
- Alumni Engagement events in **DC, Phoenix, New York and Charlotte**

## 11 Active Alumni Chapters

- ATLANTA
- BIRMINGHAM
- GREAT LAKES
- LOS ANGELES
- NEW JERSEY
- NEW YORK
- WASHINGTON, D.C.
- JACKSONVILLE
- ORLANDO
- TAMPA
- GREATER HARTFORD-SPRINGFIELD (CT)
PROGRAM IMPACT

INROADS COLLEGE LINKS

• Pre-college exposure for high school students

INROADS College Links gives talented underserved high school students exposure to STEM and business career paths. Year-round programming includes soft skills instruction, corporate visits, immersion activities and goal planning.

LEADERSHIP DEVELOPMENT INSTITUTE

• Dedicated conference focused on leadership development, young professionals and entering Corporate America

Leadership Development Institute (LDI), a part of LDA, is a three-day intensive development conference for graduating seniors to ensure they are ready to contribute to the workforce. Students engage in training sessions, panel discussions, keynote speakers, opportunities for networking, etc. The event culminates in a graduation ceremony into INROADS alumni, qualifying students as workforce-ready.

INROADS RISING COLLEGE SENIORS

• Accelerated internships for rising college seniors

This one-year, intensive program is a condensed version of INROADS’ core program of multi-year leadership development. By offering the same year-round coaching, career advising, mentoring and career-related employment in an accelerated program, INROADS Rising College Seniors shortens the time-to-value of your intern and leadership development investment.

INROADS FUTURE LEADERS

• National database of business-ready college graduates

INROADS Hot Prospects is a national database of graduating interns available for full-time employment. All of the graduates have undergone INROADS’ rigorous leadership development process. Business-ready, with real-world workplace experience and a full complement of business soft skills, INROADS Hot Prospects can begin making valuable contributions to your organization right away.
INROADS Mid-Level Career Advantage gives you access to the INROADS alumni network, a rich source of diverse talent. Each year, the current population of 28,000 alumni grows by as many as 500 business-ready candidates with a variety of industry and STEM work experience.

The INROADS core program is a multi-year, blended learning model that combines salaried internships with year-round, comprehensive training, mentoring and leadership development. By establishing long-term intern/sponsor relationships, the INROADS core program increases the retention and conversion of talented candidates, while ensuring their readiness to contribute on Day 1.

INROADS is enlisting the help of some of the nation’s leading educators, thought leaders, innovators and advocates in developing a specialized training, mentoring and leadership development program to address the growing need for diverse STEM (Science, Technology, Engineering and Math) talent.

• National network of proven leadership talent

• Internships and leadership development for college undergraduates

• Advancing diversity, innovation, leadership and excellence in STEM education and careers
Program Outcomes and Impact

Candidate Prep Sessions

FY15: 1,060
FY16: 3,727
Total: 4,787

Total Mock Interviews for FY15-16: 4,466

Affiliate Yearly Reports

2014

Total Graduates: 595
Received Offers from Their Sponsor: 343
Accepted Their Sponsor’s Offers: 305
Total Employed by Their Sponsors: 305

Total with Inroads Sponsoring Companies: 37
Accepted Other Inroads Sponsor Offer

% of Interns by Class Year

- Freshman: 46%
- Sophomore: 35%
- Junior: 15%
- Senior: 3%
- Grad. School: 1%

77 Working for Non-Inroads Sponsor
8 Entered Graduate School
342 Total with Inroads Sponsoring Companies
37 Accepted Other Inroads Sponsor Offer
\textbf{2015}

- Total Graduates: 632
- Received Offers from Their Sponsor: 361
- Accepted Their Sponsor's Offers: 296
- Total Employed by Their Sponsors: 296

- Working for Non-Inroads Sponsor: 108
- Entered Graduate School: 356
- Total with Inroads Sponsoring Companies: 60
  - Accepted Other Inroads Sponsor Offer: 60

\textbf{2016}

- Total Graduates: 623
- Received Offers from Their Sponsor: 323
- Accepted Their Sponsor’s Offers: 255
- Total Employed by Their Sponsors: 255

- Working for Non-Inroads Sponsor: 98
- Entered Graduate School: 311
- Total with Inroads Sponsoring Companies: 56
  - Accepted Other Inroads Sponsor Offer: 56

\% of Interns by Class Year

- Freshman: 17\%
- Sophomore: 37\%
- Junior: 44\%
- Senior: 3\%
- Grad. School: 1\%
of College Links seniors graduated high school and were accepted into college. 97% plan to attend, 3% will enroll into the military. Together, College Links graduates won more than $1 Million in scholarships and financial aid.

FACT:

100%

Sadia Johnson
2016 Learning Summit Attendee
Intern at MasterCard (accepted her offer to work full-time)
Fordham University (May 2018)
Program Outcomes and Impact

**College Links**

Established in 2012, INROADS College Links is a college preparation and career readiness program for high school students grades 9-12 interested in Business and STEAM (Science, Technology, Engineering, Arts and Math) careers. Currently offered in Atlanta, Chicago, Cincinnati, Hartford and Washington, DC, College Links utilizes high impact activities to educate and support scholars in acquiring business skills, connect with professional mentors and peers so they can begin to create a business and career network, and prepare them for college and career success.

Completed the 2015-2016 program year with 140 scholars. Scholars were engaged in more than 250 hours of programming around leadership, branding and public health themes.

College Links consists of year-round programming, including monthly development seminars, mentorship, hands-on career exploration and immersion, community service and the summer Career Academy.

*College Links is graciously funded by the Executive Leadership Council, the Coca-Cola Company, Procter & Gamble and Travelers.*

**2015-2016 At-A-Glance**

**Number of Students Served**

- **All Scholars 140**

**Program Hours - All Sites // 257.75 hours**

- **School Year Development Sessions** 120 hours
- **Career Academy Sessions** 123.75 hours
- **National Day of Service** 6 hours
- **Culmination Ceremonies** 8 hours

**Campus Tours // 4 Colleges/Universities Toured**

**Corporate Visits // 11 Companies Visited**
INROADS allowed me to find my career, for which I am forever grateful. INROADS could not have improved my experience; it was excellent on its own.
COLLEGE LINKS

DEVELOPMENT SESSION TOPICS
- Campus Scavenger Hunt
- Choosing a College
- Choosing a Major
- College Ready Check-In
- Coaching with Mentors
- Creative and Critical Thinking
- Entrepreneurship
- Financial Aid/Financial Literacy
- Intro to Project Management
- Me, Inc.
- Microcontroller Demo
- Networking Skills
- Presentation Power
- Principles of Leadership
- Rocket Building
- Team Dynamics
- The First Impression

CORPORATE VISIT HOSTS
- Atrium Medical Center
- CH2M/Jardine Water Purification Plant
- CH2M/WMATA
- Colgate Palmolive
- Ethicon (a division of Johnson & Johnson)
- Greater Cincinnati Water Works
- GW Medical Faculty Associates
- The Home Depot
- Microsoft
- NBC4
- Richardson & Associates
- VOLKSWAGEN Group of America

Career Academies were held in each market during the last two weeks of June and included workshops, corporate visits, the National Day of Service and Culmination Ceremonies.
Leadership development is essential to the success of the INROADS process, which combines career relevant, paid work experience, instructor led and experiential courses, coaching to undergraduate and graduate degree attainment, as well as community service. It is our belief that the INROADS leadership development process contributes significantly to our interns being well-prepared to enter and excel when entering the workforce as young professionals. The core competencies that shape the leadership development aspect of the process enhances their ability to better navigate the corporate environment and propel them to higher leadership ranks after only a few years in business.

**Program Outcomes and Impact**

**Regional Learning Summits**
Leadership development is essential to the success of the INROADS process, which combines career relevant, paid work experience, instructor led and experiential courses, coaching to undergraduate and graduate degree attainment, as well as community service. It is our belief that the INROADS leadership development process contributes significantly to our interns being well-prepared to enter and excel when entering the workforce as young professionals. The core competencies that shape the leadership development aspect of the process enhances their ability to better navigate the corporate environment and propel them to higher leadership ranks after only a few years in business.

**Summer 2015**

**10 Locations**
**1,233 Interns**

Interns received nearly 50 hours of learning and development.

**New Intern Orientation Courses:**
- Do the Right Thing: Ethics and Values at Work
- True Colors
- Emotional Intelligence

**Intern Development Day Courses**
- Business Case-Downsizing Decision
- Business Case-Snapple
- Business Simulation-Barga
- Business Simulation-Fastskin
- Sr. Bootcamp-Resume Writing/Interviewing
- Sr. Bootcamp-SWOT
- Sr. Bootcamp-Conversion

**Regional Learning Summit Courses**
- Aquastar (Business Case Competition-7 hours)
- Financial Management
- Crisis in Mantique (Business Simulation)
- Common Currency (Business Simulation)
- Critical Thinking

"This past summer at the annual INROADS Leadership Development Institute ... was truly an incredible experience that has helped shape myself as a leader and overall professional. I also had the honor to introduce Mrs. Lisa Carr (Founder Frank Carr’s niece) that evening on stage. Thank you Forest T. Harper, Jr. for leading such a great organization and Pierre Campbell for being an active mentor to me."

**Ronald Panta**
Interned at MetLife
James Madison University
Washington DC
Interns received 35.5 hours of learning and development.

Thank you to you and the rest of the team for putting together the learning summit and providing us an opportunity to network both professionally and socially. I met some great people and learned many new things. The workshops were useful and I gained some great advice. Working on the case study helped me gain teamwork skills and it was nice to be able to put our minds together, using everyone's individual ideas, to come up with a solution. Something that is common in the workplace. I hope to participate in similar events in the future.

- Intern, Sneha Dasari
  (New York/New Jersey Region)

---

**Summer 2016**

*Average Learning Summit attendance:*

82%

Interns received 35.5 hours of learning and development.

**Orientation Courses:**
- Do the Right Thing: Ethics and Values at Work
- True Colors
- Emotional Intelligence

**Intern Development Day Courses:**
- Business Case-The Employment Case
- Business Case-Winning at Negotiation
- Business Simulation-Communication for Leaders
- Sr. Bootcamp-Resume Writing/Interviewing
- Sr. Bootcamp-SWOT
- Sr. Bootcamp-Conversion

**Regional Learning Summit Courses:**
- Game Changer (Business Case Competition 3-6 hrs)
- Financial (Level 1 and 2)
- INROADers Give (Philanthropy Pilot)
- Net Spy (Business Simulation)
- Business Simulation (Under Armour-at select locations)
<table>
<thead>
<tr>
<th>All National Day of Service Activities</th>
<th>Boys and Girls Clubs of America</th>
<th>Other Community Activities</th>
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<td>Total INROADS Regions Participating</td>
<td>10</td>
<td>6</td>
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<tr>
<td>Total Locations Participating</td>
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<td>Total Children Participating</td>
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<tr>
<td>Total Interns Participating</td>
<td>701</td>
<td>180</td>
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<td>Total Alumni Participating</td>
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<tr>
<td>Total Corporate Volunteers</td>
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<td>Total Community Volunteers</td>
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<td>Activity</td>
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<tr>
<td>Total INROADS Regions Participating</td>
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<tr>
<td>Total BGCA Clubs</td>
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<td>Total Children Participating</td>
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<tr>
<td>Alumni Volunteers</td>
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<tr>
<td>Corporate Volunteers</td>
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<td></td>
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<tr>
<td>Community Volunteers</td>
<td>119</td>
<td></td>
</tr>
</tbody>
</table>
Mike Beamish  
EVP of Human Resources  
Volkswagen Group of America  

Jason Booth  
CEO  
The Patient Source  

Joyce A. Cooper  
Manager, Corporate Diversity and Advocacy  
Omaha Public Power District  

Tony D. Dinkins  
SVP Human Resources  
Cable & Wireless Communications  
Columbus Centery  

Christie Doherty  
Trinity Partners  

Tiffany Eubanks-Saunders  
Global Support Services Executive and Senior Vice President  
Bank of America Corporation  

Jeannie Finkel  
Chief Administration Officer  
Cydcor  

Chris Foster  
Vice President  
Booz Allen Hamilton  

Jim Girard  
Vice President, Human Resources  
Harris Corporation  

Greg Gomez  
Vice President – Flow Instrumentation  
Badger Meter, Inc.  

Forest T. Harper, Jr.  
President and Chief Executive Officer  
INROADS, Inc.  

James H. (Jim) Henry  
US Industries and Sectors Leader  
PricewaterhouseCoopers, LLP  

Yvette Hollingsworth-Clark  
Regulatory Innovation Officer  
Wells Fargo and Company  

Kelley Johnson  
Divisional Vice President  
JCPenney  

Ana Moreno Kopf  
Regional Recruitment Manager, Americas  
Shell Oil Company  

Frank R. Lloyd, Ph.D.  
Associate Dean, Executive Education  
SMU Cox School of Business  

Robert McCall  
President  
Inspire High Performance, LLC  

Lyndon Oliver  
Senior Vice President  
Chief Financial Officer  
MetLife, Americas Group, Voluntary & Worksite Benefits  

Melonie D. Parker  
Director, People Operations  
Google  

Jeffery S. Perry  
Global Capital Transformation (CT) Operational Leader  
Ernst & Young LLP  

BOARD OF DIRECTORS  
AS OF JULY 2015
William Queen
President
Travelers Ocean Marine

Cesar D. Villalpando
Senior Vice President & Interim Leader of
Enterprise Shared Services
Kaiser Permanente

Nadia Villeneuve
Vice President and Chief Human Resources Officer
UTC Climate, Controls and Security

Machelle Williams
General Manager, Diversity and
Corporate Social Responsibility
Volkswagen Group of America

Barron Witherspoon (Board Chair)
Global Vice President, Corporate Industry Affairs
Procter and Gamble

David Zack
Vice President of United States Government
Defense Systems and Services
Sikorsky, a Lockheed Martin Company

Michael Zimmer (Vice Chair)
President, U.S. Enterprise & Graphic
Communications Unit
Xerox Corporation
Clea Barth
Vice President, P&C Operations &
Business Solutions
MetLife

Mike Beamish
EVP of Human Resources
Volkswagen Group of America

Jason Booth
CEO
The Patient Source

Don Christian
U.S. Assurance Human Capital Leader
PwC

Joyce A. Cooper
Manager, Corporate Diversity and Advocacy
Omaha Public Power District

Dwight D. Deneal
Small Business Specialist
U.S. Department of Health and Human Services
Office of the Secretary (OS)/Office of Small
and Disadvantage

Christie Doherty
Trinity Partners

Tiffany Eubanks-Saunders
Global Support Services Executive and
Senior Vice President
Bank of America Corporation

Jeannie Finkel
Chief Administration Officer
Cydcor

Chris Foster
Vice President
Booz Allen Hamilton

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Vice President, Human Resources
Harris Corporation

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JCPenney

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Shell Oil Company

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Michael Zimmer (Vice Chair)
President, U.S. Enterprise & Graphic Communications Unit
Xerox Corporation
## INROADS, INC. AND AFFILIATES
### STATEMENT OF ACTIVITIES
**Fiscal Year Ended - 8/31/2015**
**Audited**

#### REVENUE
<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sponsorship &amp; Participation Fees</td>
<td>$7,134,451</td>
</tr>
<tr>
<td>Contributions &amp; Grants</td>
<td>$1,111,793</td>
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<tr>
<td>Investment Income</td>
<td>$572,304</td>
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<tr>
<td>Other Revenue and In-Kind</td>
<td>$374,662</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>$9,193,210</td>
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#### EXPENSES
<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Program Services</td>
<td>$7,346,744</td>
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<tr>
<td>Management and General</td>
<td>$3,555,225</td>
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<tr>
<td>Fundraising</td>
<td>$384,686</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>$11,286,655</td>
</tr>
</tbody>
</table>

**Unrealized losses on Investments**  
$(-578,133)$

**Change in Net Assets at End of Year**  
$(-2,671,578)$

**Total Net Assets at End of Year**  
$7,993,170$
## INROADS, INC. AND AFFILIATES
### STATEMENT OF ACTIVITIES

**Fiscal Year Ended - 8/31/2016**  
*Unaudited*

### REVENUE

<table>
<thead>
<tr>
<th>Source</th>
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<tbody>
<tr>
<td>Sponsorship &amp; Participation Fees</td>
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<tr>
<td>Contributions &amp; Grants</td>
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<tr>
<td>Investment Income</td>
<td>$170,123</td>
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<td>Other Revenue and In-Kind</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$8,853,757</strong></td>
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### EXPENSES

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<tr>
<td>Management and General</td>
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<td>Fundraising</td>
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<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>$10,956,321</strong></td>
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</tbody>
</table>

- Unrealized losses on Investments: $(101,434)
- Change in Net Assets at End of Year: $(2,203,998)
- **Total Net Assets at End of Year**: $5,789,172
### INROADS, INC. AND AFFILIATES

#### COMBINED STATEMENT OF FINANCIAL POSITION

**2015 Audited**

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>Amount</th>
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<tr>
<td>Cash and Equivalents</td>
<td>$835,657</td>
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<td>Accounts Receivable and Unconditional Promises to Give</td>
<td>$4,361,022</td>
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<td>Prepaid and Other Assets</td>
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<td>Investments</td>
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<tr>
<td>Property and Equipment</td>
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<tr>
<td>Investments Restricted for Endowment</td>
<td>$994,795</td>
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<td><strong>Total Assets</strong></td>
<td><strong>$8,791,065</strong></td>
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<table>
<thead>
<tr>
<th>LIABILITIES AND NET ASSETS</th>
<th>Amount</th>
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<td>LIABILITIES</td>
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<tr>
<td>Accounts Payable and Accrued Expense</td>
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<td><strong>Total Liabilities</strong></td>
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<td>Temporarily Restricted</td>
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<td><strong>Total Net Assets</strong></td>
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**TOTAL LIABILITIES AND NET ASSETS**  

$$8,791,065$$
### 2016 Unaudited

#### ASSETS

<table>
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<th>Asset</th>
<th>Amount</th>
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<td>Accounts Receivable and Unconditional Promises to Give</td>
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<td>Property and Equipment</td>
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<td><strong>Total Assets</strong></td>
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#### LIABILITIES AND NET ASSETS

#### LIABILITIES

<table>
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<tr>
<th>Liability</th>
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<td>Accounts Payable and Accrued Expense</td>
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#### NET ASSETS

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<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>$5,789,172</strong></td>
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