CONTENTS

LETTER FROM LEADERSHIP ................................................................. 2
REFUGEE RESETTLEMENT ................................................................. 3
OUR PROGRAMS ............................................................................... 4-5
OUR IMPACT ...................................................................................... 6
FACES OF SUCCESS ........................................................................... 7
FINANCIALS ...................................................................................... 8
BOARD OF DIRECTORS, SENIOR STAFF, DONORS & VOLUNTEERS ____ 9
Dear Friends of Spring Institute,

On behalf of our staff and Board of Directors, we are pleased to share with you the financial highlights and significant successes that you have helped make possible for fiscal year 2015.

2015 was a busy year for Spring Institute as we expanded our fee-for-service programs, including hiring a full-time Intercultural Training & Consulting Manager, greatly increasing our translation revenue with The Interpreter Network, and offering our Workplace English courses at a variety of local businesses.

We also started our first-ever social enterprise, The Spring Café & Learning Center, which opened its doors in December. This exciting neighborhood coffee shop offers a variety of beverages along with breakfast and lunch options and provides hands-on training and temporary employment for immigrants and refugees in the hospitality sector.

Spring Institute also began conducting advocacy work in the midst of the worst refugee crisis the world has seen since WWII and the subsequent fear mongering perpetuated by several elected officials and presidential candidates. We sent a letter, signed by 45 other civil society representatives, to all Colorado Members of Congress highlighting the extremely stringent screening process already in place and calling on them to support a continued robust resettlement program for all refugees. In 2016 and beyond, Spring Institute will continue our work to advocate and provide services for refugees fleeing violence in Syria and elsewhere around the world.

This Annual Report is dedicated to those refugees who have risked their lives to bring their families to safety and to all of our partners who are working tirelessly to provide much-needed services to immigrants and refugees in Colorado and across the United States.

Sincerely,

Paula Schriefer            D. Robert Rutledge
President/Chief Executive Officer                     Board President
Colorado has two voluntary resettlement agencies (African Community Center and Lutheran Family Services) that provide basic services, such as case management, housing assistance, and job placement support. Spring Institute supports refugee integration through all of our services, especially English as a Second Language (ESL) classes, career development services, health literacy classes, and patient navigation.

Did You Know?
A refugee is someone who has fled from his or her home country and cannot return because he or she has a well-founded fear of persecution based on religion, race, nationality, political opinion or membership in a particular social group.
Our Programs

**Adult Education**

Spring Institute provides community-based classes for adults in the Denver Metro area for *English as a Second Language (ESL)*, *Adult Basic & Secondary Education*, and *High School Equivalency Preparation*. Our classes include lessons on a range of topics, including financial literacy and civics, to help participants achieve goals in educational and career advancement, community engagement, and obtaining citizenship. We also offer a *Workplace English* program, which provides customized language training to companies and their non-native English-speaking workforce.

**Colorado Welcome Back**

*Colorado Welcome Back (CWB)* helps foreign-trained medical professionals re-establish healthcare careers in the United States. We seek to build a bridge between the pool of internationally-trained health workers living in our state and the need for linguistically and culturally competent healthcare providers. The goal is for participants to be “job ready” in over 40 healthcare careers through a series of services including career planning, training workshops, employment support, and identification of interim opportunities.

**Intercultural Training & Consulting**

Spring Institute *Intercultural Training & Consulting* services have been helping nonprofit organizations, government agencies, and global businesses communicate successfully across cultures for over 35 years. We are committed to building the cultural competence of our clients and fostering productive diversity & inclusion within organizations through assessments, training, and organizational consultation. We customize our services to meet the specific needs and requirements of our clients and our innovative training methods and techniques are highly interactive.
**Project SHINE**

*Project SHINE* provides health literacy training and patient navigation services to underserved populations, especially refugee elders and their families. We strive to create more inclusive communities by engaging the most isolated populations and to decrease health disparities by helping people navigate our healthcare system and engaging them in preventative health activities in their communities. *Project SHINE* also offers a unique *Ready Tots* class, which welcomes children under the age of five and their guardians to learn about health literacy together.

**The Interpreter Network**

*The Interpreter Network* provides expert interpretation and translation services in over 100 languages, mostly for healthcare providers, educational institutions, government organizations, and businesses in the Rocky Mountain region. We utilize trained professional interpreters & certified translators to ensure consistent quality results. *The Interpreter Network* also provides supplemental services that include professional training for medical interpreters through the nationally acclaimed *Bridging The Gap* program, as well as client training on how to work effectively with a professional interpreter.

**The Spring Café & Learning Center**

*The Spring Café & Learning Center* is a social enterprise of Spring Institute that opened its doors in December 2015. In addition to providing exceptional beverages, snacks, breakfast & lunch options, *The Spring Café & Learning Center* is dedicated to providing a pathway to economic sufficiency for immigrants and refugees in the hospitality sector. We do this through hands-on training and temporary employment in *The Spring Café* while we assist them in their search for full-time employment.
Our Impact

256 refugee elders participated in health literacy classes through *Project SHINE*
100% now have a primary care physician

403 students served in adult education classes

245 participants in intercultural training

86 countries of origin of participants

13,648 scheduled interpretation appointments
101 languages spoken by our participants

115 new participants served through *Colorado Welcome Back*

60 participants advanced in healthcare career

42 participants started education programs

29 families served through *Ready Tots*
90% of children are enrolled in preschool
**Liliana**

My name is Liliana and I came in 2013 without knowing English. I worked in the insurance industry in my home country of El Salvador, and I wanted to work in that industry again, but my English wasn’t very good and it was difficult for me to find a job so I felt frustrated. **But my desire to succeed was greater than my frustration.** I started to study English at Spring Institute and I met a wonderful teacher, Ellie, who helped me a lot. I got my first job as a chef in a hotel and I had many responsibilities. No one else spoke Spanish so I was forced to speak English all day, which was great because practice makes perfect. I made many friends in that job and I learned many things, but hospitality work wasn’t really interesting to me and I knew I wanted to return to the insurance industry.

I kept studying English at Spring Institute and last year I got an email offering me a job in the insurance industry. Oh my god, I was so happy! But I still had to study to receive my insurance license. It wasn’t easy because it was a new vocabulary to learn with technical terms, but after a couple months I passed my tests and I was selling insurance again! Now I have a year of working in my area here in the US in two different companies. I can say that it is not easy, but if you never give up you can do whatever you want to, and if you speak English and your native language your opportunities double.

I love my new friends, I love my new job, and I love my new life!

**Nadia**

My name is Nadia and I am a doctor from Iraq. I came to the US in 2008 when I was forced to leave my country because of the increasingly dangerous war. **I knew that I wanted to continue to practice medicine in the US, but I had no idea it would be so difficult.** Medical knowledge is the same everywhere – it’s the system that’s so different. A teacher at my children’s school introduced me to Colorado Welcome Back (CWB) and they helped me navigate that system.

I passed all of the United States Medical Licensing Examination (USMLE) tests on my first attempt and I was so excited, but then I had to apply for a residency. When I applied for a residency in 2014, I only received one interview and I didn’t match. Ben at CWB told me I needed more US clinical experience. **I was very motivated not only to become a doctor again, but to practice in my field of pathology so I did lots of volunteer work to build my network and my resume** and I went back to CWB. Ben helped me edit my resume and personal statement and I spent lots of time doing practice interviews with the whole CWB team. That practice paid off because when I reapplied in 2015 I got 6 interviews and I’m happy to say I matched with a pathology program at the University of Southern Alabama!

I am feeling great that all my hard work paid off and I can’t wait to start my residency!
2015 Financials

2015 Revenue

Total Revenue $2,633,488

- Fee-for-Service $1,224,695 (47%)
- In-kind Contributions $407,708 (15%)
- Sale of Building $382,206 (15%)
- Government $348,604 (13%)
- Foundations $225,750 (9%)
- Donations & Events $39,843 (1%)
- Other $4,682 (<1%)

2015 Expenses

Total Expenses $2,390,956

- Interpretation & Translation $938,479 (39%)
- Integration Services $628,494 (26%)
- (Colorado Welcome Back, Intercultural Training, Project SHINE)
- Adult Education $601,870 (25%)
- General & Admin $158,122 (7%)
- Fundraising $63,991 (3%)

Net Assets

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<th>2015</th>
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<td>Current Assets</td>
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<td><strong>Net Assets</strong></td>
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**Board of Directors**

D. Robert Rutledge, Chair  
*Former Partner, Accenture*

Cary Baird, Vice Chair  
*Community Engagement Representative, Chevron Corporation*

Kenneth So, Treasurer  
*Former President (Retired), Premier Bank*

Margaret Kirkpatrick, Secretary  
*Adult Education Director (Retired), Colorado Department of Education*

Pantea Beigi, Board Member  
*Consultant Facilitator & Mediator, LEGO® SERIOUS PLAY®*

Susan Gershwin, Board Member  
*Community Educator/Advocate*

Rosita (Rose) Muniz, Board Member  
*CRM Strategy Management Consultant, Accenture  
Co-founder & Director of Business Strategy, Hope Connects*

**Senior Staff**

Paula Schriefer  
*President/Chief Executive Officer*

Jennifer Gueddiche  
*Director of Programs*

Amy Daley  
*Director of Finance & Administration*

Jonathan Boydston  
*Program Manager, The Interpreter Network*

Benjamin Harris  
*Program Manager, Colorado Welcome Back*

Jessie Hawthorn  
*Program Manager, Adult Education*

Krista Jauch  
*Operations Manager, The Spring Café*

Brandy Kramer  
*Program Manager, Project SHINE*

Michele Soli  
*Outreach & Development Coordinator*

Maria Velasco  
*Program Manager, Intercultural Training & Consulting*

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**Special Thanks** to all of our wonderful staff, teachers, and volunteers, without whom our work would not be possible!

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**Spring Institute is grateful for the generous support of the following major donors**

- Barbara & Bob Sample  
- Barton Alexander  
- Chevron Products Company  
- Colorado Department of Education  
- Colorado Health Foundation  
- Colorado Refugees Services Program  
- Denver Foundation  
- Hope Communities  
- Gates Family Foundation  
- Kenneth King Foundation  
- Mental Health Center of Denver  
- Paula Schriefer  
- Robert Beale  
- Robert Rutledge  
- Rose Community Foundation  
- Share Our Strength  
- The Colorado Trust  
- Wagner Equipment
Empower people and organizations to succeed across languages and cultures.