CONTENTS

LETTER FROM LEADERSHIP 2
COLORADO’S IMMIGRANT & REFUGEE POPULATION 3
OUR PROGRAMS 4-5
STRATEGIC PLAN 6-7
OUR IMPACT 8-9
FACES OF SPRING 10
2016 FINANCIAL REPORT 11
BOARD OF DIRECTORS & STAFF 12
MAJOR DONORS 13
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 2016.

The negative rhetoric of many political candidates and elected officials before and following the November 8 elections made 2016 a difficult year for many of the immigrants and refugees Spring Institute programs serve. Much of that rhetoric—such as statements that falsely assume refugee involvement in terrorist activities or that blame American economic problems or crime on our immigrant neighbors—demonstrates a strong need for increased education about the genuine contributions and challenges immigrants and refugees experience in our communities.

Spring Institute is one of many partner organizations that have increased their efforts to engage and educate our community members and policy makers about our increasingly diverse population. In fact, we now see community education as an essential component of our ability to deliver the programs and services for which Spring Institute is known.

Building on Greater Denver’s strong commitment to immigrant and refugee integration, our vision is to transform the region into a nationally recognized welcoming community by 2020. You can find our entire vision represented in graphic form as the centerfold of this report. Spring Institute’s strategic plan, which we finalized in 2016, reflects this commitment through our goals of engaging in more educational and advocacy efforts and creating platforms for immigrants and refugees to share their views and stories.

Spring Institute continued to offer its core programs and services in 2016, serving both the immigrant and refugee populations of Greater Denver, as well as the individuals and organizations who comprise our welcoming community. Through our adult education programs, intercultural training and consulting, health access and literacy programming, career assistance for foreign-trained medical professionals, interpretation and translation services, and on-the-job training, we served over 2,100 individuals in Greater Denver and filled more than 13,431 interpretation appointments in over 100 languages. We also initiated two new programs—one that helps bilingual parents gain skills to serve as paraprofessional teaching assistants in Denver Public Schools and one that trains refugee youth in interpretation skills. Finally, we have continued to build the capacity of The Spring Café as a successful social enterprise and on-the-job training center, as well as a venue for monthly cultural “Third Thursday” events.

We hope that many of you have had a chance to attend our community listening events, attend our Third Thursday cultural events in The Spring Café, or read our monthly newsletters and occasional press releases. More importantly, we hope you have had the opportunity to meet your foreign-born neighbors and learn about the experiences and cultural contributions they bring to our communities.

Sincerely,

Paula Schriefer
President/Chief Executive Officer

D. Robert Rutledge
Board Chairman
COLORADO’S IMMIGRANT & REFUGEE POPULATION

According to the Office of the United Nations High Commissioner for Refugees (UNHCR), 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.

Did You Know?
Over half of the world’s refugees are children.

In 2016, 84,995 refugees were resettled in the United States. According to the Colorado Department of Human Services (CDHS), our state welcomed just over 2% of those refugees.

Top 5 Countries of Origin of refugees resettled in Colorado in 2016

<table>
<thead>
<tr>
<th>Country</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Burma</td>
<td>501</td>
</tr>
<tr>
<td>Iraq</td>
<td>305</td>
</tr>
<tr>
<td>Afghanistan</td>
<td>247</td>
</tr>
<tr>
<td>Cuba</td>
<td>237</td>
</tr>
<tr>
<td>Democratic Republic of Congo</td>
<td>189</td>
</tr>
</tbody>
</table>

The Migration Policy Institute defines “foreign-born” as a person who is “residing in the United States at the time of the population survey who were not U.S. citizens at birth. The foreign-born population includes naturalized U.S. citizens, lawful permanent immigrants (or green-card holders), refugees and asylees, certain legal nonimmigrants (including those on student, work, or some other temporary visas), and persons residing in the country without authorization.”

Did You Know?
48% of foreign-born individuals who entered the United States between 2011 and 2015 were college graduates. This is 17% higher than U.S.-born adults.

% Foreign-Born Population in Colorado

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990</td>
<td>0%</td>
</tr>
<tr>
<td>2000</td>
<td>8%</td>
</tr>
<tr>
<td>2015</td>
<td>12%</td>
</tr>
</tbody>
</table>
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. Classes include lessons on a range of topics, including financial management and civics, to help participants achieve goals in educational and career advancement as well as increasing community engagement, and obtaining citizenship.

Spring Institute partners with several local organizations to meet the workforce needs of an increasingly diverse city. Parent to Paraprofessional Program prepares non-native English-speaking parents for the ACT WorkKeys exams to gain employment as bilingual paraprofessionals within the Denver Public School system. Workplace English program 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. Intercultural Training & Consulting is committed to building the cultural competence of our clients and fostering productive diversity & inclusion within organizations through assessments, training, and organizational consultation. Our services are customized to meet the specific needs and requirements of our clients and our innovative training methods and techniques are highly interactive.
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 Youth Interpreter Program equips young people to learn about professional interpretation in order to develop leadership skills and help their community.

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 increase their access to preventative care. 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 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 trainees in their search for full-time employment.
By 2020 Greater Denver is transformed into a nationally recognized welcoming community.

Career Development
In-Person Interpretation
Diverse Staff

Newcomer Resource Center
ESL Classes
Citizenship Classes

Multilingual Classrooms
Culturally Competent Teachers & Staff

Welcome Refugees
Refugees Advocating on Their Own Behalf

Spring Institute
Career Development
In-Person Interpretation
Diverse Staff

Newcomer Resource Center
ESL Classes
Citizenship Classes

Multilingual Classrooms
Culturally Competent Teachers & Staff

Welcome Refugees
Refugees Advocating on Their Own Behalf
By 2020 Greater Denver is transformed into a nationally recognized welcoming community.

- Spring Institute
  - Career Development
  - In-Person Interpretation
  - Diverse Staff
  - Newcomer Resource Center
  - ESL Classes
  - Citizenship Classes
  - Multilingual Classrooms
  - Culturally Competent Teachers & Staff
- Center of Excellence
- Welcome Refugees
  - Refugees Advocating on Their Own Behalf

Institute for Educational Exchange and Cultural Learning
700 learners served in Adult Education across 13 locations

Over 100 new participants served in Colorado Welcome Back

600 learners served in Project SHINE

Over 100 languages spoken by our participants

50% of Adult Education learners improved one or more English language levels

79% learner retention in the Adult Education program

100% of Project SHINE Ready Tots children enrolled in preschool

200+ job placements

Intercultural Training & Consulting provided services to 14 organizations with a total of 770 participants
Of the 111 participants who attended the 40-hour *Bridging the Gap* medical interpretation training, 94% passed the exam. Over 70 countries are represented among the participants, with 55% being refugees. 13,431 interpretation appointments in over 70 languages and 35 refugee youth trained to be youth interpreters. 14 participants received on-the-job training from *The Spring Café & Learning Center*. 90% of Intercultural Training & Consulting clients would recommend our services. 100% of Project SHINE participants understand their right to request interpretation. 100% of the *The Spring Café & Learning Center* participants gained employment or enrolled in additional education.
JESSICA
I moved from France to the States about two and a half years ago. I made that decision with my husband. We decided it would be a good idea to discover a new country. Ever since I was a little girl, I always dreamed about coming to America. So here I am.

In France I was a family practitioner, so I decided to pursue this career in the States, which is not an easy path to do. The process is extremely long and complicated. Luckily I found the Colorado Welcome Back (CWB) program at Spring Institute, which has been a great help for me during this process. [CWB] helped prepare me for my interviews and guided me through the process. Now I am done with all of my exams. I’m super happy because I received good scores. I am applying for residency all over the U.S. It’s very competitive to get into programs in Colorado. Everybody wants to come here. So I’m really hoping I’ll find a job here because I love this place.

My husband has been really supportive of me during this time of transition. I’m super grateful because since I didn’t have a job right away, I could dedicate all of my time to studying. I’m so glad that Spring Institute has helped me so much. I met a lot of people from other countries through the CWB program. Some of my closest friends here in Denver are the ones I met through Spring Institute. I’m so thankful for them and know that we’ll be friends for life.

JAVIER
Respect, love, school. Those are my favorite words in English and the values by which I tell my kids to live. I have an 11-year-old daughter and 6-year-old son. I’ve been here for 18 years and I’m still here. I’m married with two kids and I’m happy. My life is good, for sure.

My daughter told me, ‘Hey Dad, in my school, there’s a class in English. Come on, let’s go!’ So I decided to attend. I work in construction. I’ve been working with the same company for 18 years. In five years’ time, I hope to be a foreman at my job. I also want to buy a house for my family. Studying more English in the future will always remain my goal. There’s just so much to learn. I speak English at my work, in the store, everywhere. When I came to this classroom, people were afraid to talk and I tell them, ‘Talk! Speak! Whenever you talk, you will get better.’

Life will be easier when you speak English. Before, I couldn’t read or write. Sometimes I would be given paperwork at my job and I could barely fill out the form, only my name. This is why I’m here in the class. I need it. It’s really important. One of my accomplishments is that I’m still here in this class. I’m not scared of speaking English. Before, yes. But now, I understand, so I speak.
2016 FINANCIAL REPORT

REVENUE

Total Revenue $2,176,096

- Program Income $1,163,078 (53%)
- Government $377,134 (17%)
- Contributions $317,063 (15%)
- In-Kind Contributions $250,620 (12%)
- The Spring Café $51,937 (2%)
- Other $16,264 (<1%)

EXPENSES

Total Expenses $2,288,528

- The Interpreter Network $936,551 (41%)
- Adult Education $733,476 (32%)
- Integration Services $334,144 (15%)
- General & Admin $133,949 (6%)
- The Spring Café $122,358 (5%)
- Fundraising $28,050 (1%)

NET ASSETS

Current Assets $887,990
Property & Equipment $88,820
Liabilities $81,592
Net Assets $895,218
BOARD OF DIRECTORS

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Managing Director, Eventus Solutions Group

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President/Chief Executive Officer, Spring Institute


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Director of Finance & Administration

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Program Manager, Adult Education

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Program Manager, Colorado Welcome Back

Brandy Kramer  
Program Manager, Project SHINE

Michele Soli  
Outreach & Development Coordinator

Marin Toscano  
Operations Manager, The Spring Café

Maria Velasco  
Program Manager, Intercultural Training & Consulting

Breanne Benbenek  
Interpretation & Translation Coordinator, The Interpreter Network

Jessie Couch  
Bookkeeper & Office Manager

Tamas Farkas  
Interpretation & Training Coordinator, The Interpreter Network

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Marzia Kaka  
Employment Specialist, Adult Education

Carrie Miller  
Career Development Coordinator, Colorado Welcome Back

Tiffany Pippin  
Curriculum, Instruction & Training Coordinator, Adult Education

Alexandra Soto  
Program Coordinator, Adult Education

Tigist Teka  
Program Assistant, The Interpreter Network

Special thanks to all of our wonderful staff, instructors, interpreters, and volunteers, without whom our work would not be possible!
Anschutz Foundation
Anschutz Family Foundation
Caring for Colorado Foundation
CDHS Colorado Refugee Services Program
Chevron
Colorado Department of Education
The Colorado Health Foundation
The Denver Foundation
Denver’s Office of Economic Development
Dollar General Literacy Foundation
Kenneth King Foundation
Rose Community Foundation
Sam S. Bloom Foundation
Temple Hoyne Buell Foundation

Thank you for your generous support!
Continuing our mission to empower people and organizations to succeed across languages and cultures

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