Dear Friends of the Institute:

At no other time in recent history have refugees and immigrants relied so much on the support of the International Institute of New England and our benefactors. Nearly a century ago organizations like ours were launched around the country as antidotes to anti-immigrant laws. In 2016, as divisive rhetoric around new Americans grew, the International Institute of New England did its best work.

This past year we resettled 623 refugees who fled war and persecution in Syria, Afghanistan, Iraq, Somalia, the Democratic Republic of Congo and other countries, and our employment training, job placement, and English programs served a total of 1,737 new Americans. Because of you, we were able to make a difference in the lives of people whose resilience and perseverance in the face of incredible adversity inspires us all.

We believe that every immigrant, every refugee welcomed to our shores is an investment in our country and our communities. Immigrants renew the American identity, they invigorate our economy, and they preserve and testify to our commitment to fairness and equality.

In 2016 we moved our Boston and central offices to the China Trade Building in downtown Boston—in the heart of an area that has welcomed new Americans for centuries. In a year in which refugees and immigrants were vilified by some, dozens of people flocked to our sites in Boston, Lowell, and Manchester to help our clients. You gave food, clothing, and housewares. You tutored clients in English and answered phones at our front desks, and you gave newly arrived refugees and immigrants hope.

We are grateful to everyone who contributed their time, talent, and treasure to the Institute in 2016. We ask you to continue to be generous because we need your help now more than ever.

With your financial support, we will carry on the American tradition of embracing newcomers who cherish freedom and opportunity. And, we will proudly welcome, respect, and celebrate differences in culture, nationality, and faith.

Gratefully,

Bill Gillett
Board Chair

Jeff Thielman
President and CEO
Client Story

Pierre* and his multi-generational family of 10 were resettled in New Hampshire just over one year ago from a refugee camp in Rwanda. The family had fled their home country of the Democratic Republic of Congo, where war broke out in 1997. As a Congolese Tutsi, Pierre and his family were under threat from the same Hutu militias that perpetrated the Rwandan genocide. The family spent 18 years in Rwanda before being approved for resettlement in the United States. On average, a refugee will spend 17 years in displacement.

Ahead of their arrival, our resettlement staff secured a suitable apartment that would accommodate the large family and allow them to live within their means. Pierre immediately understood the need for a plan to keep up with the rent and other bills, and with the help of a Kinyarwanda-speaking interpreter, he and his assigned Employment Specialist worked together to develop a household budget while also starting job placement services. Pierre actively participated in community orientation, enrolled in our English for Employment classes, and attended a weekly job class, all while regularly meeting with his Employment Specialist to create a resume, learn job search strategies, and practice interviewing skills. Through the diligent efforts of our Employment Services staff, Pierre and the other adult family members were placed at a retail business in the community, one where they could carpool with their Eritrean coworkers and fellow Institute clients.

The goal of our Refugee Employment Services program is to provide clients with a stable economic foothold that will allow them to begin rebuilding their lives. Placing Pierre in a job was critical to stabilizing the family, and has since allowed the children to flourish. Emmanuel*, Pierre’s teenage son, made honor roll at school and is currently the subject of a stiff competition for recruitment between the basketball and football coaches. The family also has begun developing greater community ties by becoming involved in a local church and participating in other community activities.

While they are now on their way to integrating into American society, it took significant support from our staff to ensure the family’s financial stability. We are able to provide intensive case management services to newly arrived refugee families like Pierre’s because of the generosity of supporters who believe in the limitless potential of our clients.

*Names changed
The mission of the International Institute of New England is to invest in the future of our cities and towns by preparing refugees and immigrants for participation in the social, economic, and political richness of American life through active citizenship.

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Amadou Hamady  
*Manchester Site Director*

Anca Moraru  
*Director of Resettlement and Match Grant Programs*
### International Institute of New England Financial Statements

#### FY15 Combined Statement of Activities and Changes in Net Assets

<table>
<thead>
<tr>
<th>Revenues</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Service Revenue</td>
<td>$4,071,098</td>
<td>$4,076,093</td>
</tr>
<tr>
<td>Donated Goods and Services</td>
<td>$577,429</td>
<td>$971,576</td>
</tr>
<tr>
<td>Rental Income</td>
<td>$433,536</td>
<td>-</td>
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<tr>
<td>Grants and Contributions</td>
<td>$44,793</td>
<td>$103,609</td>
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<tr>
<td>Special Events</td>
<td>$193,891</td>
<td>$93,658</td>
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<tr>
<td>United Way</td>
<td>$116,820</td>
<td>$112,345</td>
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<tr>
<td>Miscellaneous Revenue</td>
<td>$1,698</td>
<td>$2,081</td>
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<tr>
<td>Net Assets Released from Program Restrictions</td>
<td>$468,779</td>
<td>$317,898</td>
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</tbody>
</table>

**Total Revenues**

$5,908,044

$5,676,260

<table>
<thead>
<tr>
<th>Expenses</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Services</td>
<td>$4,411,729</td>
<td>$4,726,795</td>
</tr>
<tr>
<td>General and Administrative</td>
<td>$891,753</td>
<td>$1,185,277</td>
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<tr>
<td>Fundraising</td>
<td>$216,240</td>
<td>$272,286</td>
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<tr>
<td>Facilities</td>
<td>$707,067</td>
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</table>

**Total Expenses**

$6,226,789

$6,184,358

<table>
<thead>
<tr>
<th>Changes in Net Assets from Operations</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>($318,745)</td>
<td>($508,098)</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Non-Operating Revenue (Expenses)</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gain on Sale of One Milk St. (net)</td>
<td>$11,881,714</td>
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<tr>
<td>Capital Gains Tax/Refund</td>
<td>($1,231,525)</td>
<td>$31,281</td>
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<tr>
<td>Amortization of Financing Fees</td>
<td>($184,549)</td>
<td>-</td>
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<tr>
<td>Net Investment (Loss)/Gain</td>
<td>($534,458)</td>
<td>$785,736</td>
</tr>
</tbody>
</table>

**Total Non-Operating Revenue (Expenses)**

$9,931,182

$817,016

<table>
<thead>
<tr>
<th>Changes in Unrestricted Net Assets</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$9,612,437</td>
<td>$308,918</td>
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</table>

<table>
<thead>
<tr>
<th>Changes in Temporarily Restricted Assets</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>($103,003)</td>
<td>($100,850)</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Changes in Net Assets</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning of Fiscal Year (October 1)</td>
<td>$361,110</td>
<td>$9,870,544</td>
</tr>
</tbody>
</table>

**End of Fiscal Year (September 30)**

$9,870,544

$10,078,612
Programs and Services

IINE programming is designed to meet clients’ short and long term integration needs through four core program service areas:

INDIVIDUAL AND FAMILY SUPPORT SERVICES
The Institute resettles more than 600 refugees each year who are fleeing persecution and conflict in their homelands, serves asylees or those who seek political protection after arriving in the U.S., reunites unaccompanied minors with their families, and provides services to Cuban and Haitian entrant holders, victims of human trafficking, and others. Partnering with local communities, we provide new refugees furnished housing on arrival, provide job readiness training and job placement, ensure they receive access and enrollment into public benefits and healthcare, provide cultural orientation, and enroll and support refugee children in local schools.

EDUCATION AND LITERACY
A major focus of our work is teaching new Americans English and scaffolding their literacy skills. The stronger their skills are, the more likely they will attain economic self-sufficiency and become active and engaged community members on the path to citizenship. Our work includes contextualized, vocational English for Speakers of Other Languages (ESOL) and more traditional, multi-level ESOL programming. In addition, we support refugee youth in public schools through academic guidance.

ECONOMIC ADVANCEMENT
The Institute’s staff helps immigrants and refugees prepare for the U.S. workforce via job readiness and workforce orientation programming. We provide each refugee job placement services with a focus on quality employment. Our sites provide a range of skills training programs that combine trade and English language instruction to help clients prepare for and access targeted industries and careers.

CIVIC ENGAGEMENT
The continuum of IINE programming, particularly our citizenship classes, focuses on helping refugees and immigrants prepare for civic engagement.

Key Accomplishments of 2016:

1,737 clients served through reception & placement, case management, English classes, and employment support across all sites.

389 students served in our English for Employment program, including 170 in Boston, 121 in Lowell, and 98 in Manchester.

623 refugees resettled in Eastern Massachusetts and Southern New Hampshire after fleeing persecution. (see where they came from)

686 clients received employment counseling services across all sites. 71% were placed in jobs within six months of enrollment.

105 students attended our Evening ESOL program, which earned the highest rating of Tier One from the MA Department of Education.

114 Central American families Reunited

56 minors in our Post-Release Services program Assisted

78 Central American Minor Affidavit of Relationship applications Filed

60 adults were enrolled in our intensive vocational training programs, and 96% were placed in full-time service industry jobs upon completion.
Six-week program including four full days of job shadowing in a hotel

Trains for entry-level positions including: Room Attendant, Bell Attendant, Front Desk Agent, Steward, and Room Service Server

Weekly hotel tours

Work readiness

Customer Service/Problem Solving

Fiscal Year 2016 Stats:

- 86% of graduates were placed in jobs with an average wage of $16.80/hr
- 60 enrollees

Most common countries of origin:
- Afghanistan
- Nepal
- Morocco
- Somalia

98% graduation rate
Each year, the International Institute of New England provides a range of services, including reception and placement, case management, English classes, and employment support to nearly 2,000 refugee, asylee, and immigrant clients across our sites in Boston and Lowell, Massachusetts, and Manchester, New Hampshire. This map shows a breakdown of clients the Institute served in 2016, and their country of origins.
Family Reunification of Central American Unaccompanied Minors Program:

We help with reunification applications and provide home study assessments and post-reunification support for unaccompanied minors reuniting with their families in Greater Boston.

Targeted Services for Asylees and Cuban-Haitian Entrants:

We provide support services to facilitate asylee and entrant access to health insurance and healthcare, education, employment programs, and public benefits.
Thank You! Support is critical and central to the International Institute of New England’s vitality and its ability to accomplish its mission. The Institute acknowledges these individuals, foundations, corporations, and agencies with the deepest appreciation. These contributions to the Institute show New Americans that the nation’s tradition of supporting refugees and immigrants is alive and well.

INDIVIDUALS

Ann S. Albright
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Renate Gerlinger and Charles D. Gerlinger
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Taeiss Mojazza Haghighat
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Karen and Taylor Yates
Kathleen F. Yazbak
Jean C. Yoder and Robert D. Willem
The Zartarian Foundation
Anonymous (4)

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Amalfi Fabrics
AMS Inc.
Arch Sewing Machine
Company of Philadelphia
Block Binding & Interlinings Ltd
Charles Group Consulting
COBAS srl - Pineto (TE) Italy
Colliers International
Congress Flooring
Corderman & Company, Inc.
DCU
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Eastern Bank Charitable Foundation
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Kufner Textile Corporation
Lucerne Textiles
Magnal Solutions
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Seyfarth Shaw LLP
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Textile Import LLC
Tiff Advisory Services, inc
Union Oyster House Restaurant
We Share a Common Thread
Foundation
Webster Bank

FOUNDATIONS
Norwin S. and Elizabeth N. Bean Foundation
Diocese of Manchester Bishop’s Charitable Assistance Fund
Lincoln and Therese Filene Foundation
Fish Family Foundation
The Greater Boston Food Bank
Highland Street Foundation
The Moses Kimball Fund
Massachusetts Growth Capital Corporation
The Harold Whitworth Pierce Charitable Trust
Project Bread
A.C. Ratshesky Foundation
SkillWorks
Richard and Susan Smith Family Foundation
The Abbot and Dorothy H. Stevens Foundation
Workforce Competitiveness Trust Fund

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AmeriCorps New American Integration Program
The Shirley Brulotte Fund
Church of the Cross
City of Boston Office of Workforce Development
City of Lowell
Combined Federal Campaign of the National Capital Area
Community Congregational Church of Greenland
First Parish in Bedford
Granite State United Way
High Mowing School
Little Sprouts
Massachusetts Department of Elementary and Secondary Education
Massachusetts Office for Refugees and Immigrants (MORI)
Massachusetts Service Alliance (Commonwealth Corps)
Metro North Regional Employment Board
Park Avenue Congregational Church
The Priory of St. David of Wales
RefugePoint Inc.
Unitarian Universalist Church of Manchester
United Way of Massachusetts Bay and Merrimack Valley
United States Committee for Refugees and Immigrants (USCRI)
U.S. Department of Health and Human Services, Administration for Children and Families, Office of Refugee Resettlement
University of Massachusetts Medical School
Urban College of Boston
Thank You for Your Generous In-Kind Donations

These contributions ensure the Institute continues to deliver quality services across our sites in Massachusetts and New Hampshire. From October 1, 2015 to September 30, 2016, in-kind donations provided over $971,000 and support.

IN-KIND DONORS

Nancy Aiken
Nadia Al Tekreeti
Diana Alden
Nadia Altekleeti
Mouna Anderson
Ellen Andre
Charles Anton
Lisa Atkinson
James Aung
Sofia Aung
Malcolm N. Aung
Lauree Eckler
Amanda Eidell
Pamela Ely
Eyes on Refugees
Cheryl Fazio
Nancy Fergus
Sofia Flynn
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Ronni Freiberger
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Linda Valentine
Michelle Vincent
Nancy Wachtel
Mark Wageling
Gioanne Wagner
Marcia Walhagen
Diane Webster
Wellesley Friends Meeting
Wish Project
Joy Yates
Anonymous (4)
Golden Door Award

On September 22, 2016, over 220 supporters, clients, and Institute staff gathered to celebrate the contributions of refugees and immigrants to the prosperity and vibrancy of New England, and to see the Italian-born Chairman and CEO of Brooks Brothers, Claudio Del Vecchio, honored with the Institute’s 35th Golden Door Award.

In addition to hearing from the honoree about his commitment to the American textile industry, guests were introduced to Thi Thi Aye, a former International Institute of New England client and today, an Operations Section Supervisor at Southwick, a garment manufacturing firm in Haverhill, Massachusetts that makes 80% of Brooks Brothers suits. Thi Thi is one of nearly 100 clients of the Institute hired by Southwick over the last decade, and she shared her experience of getting her first promotion at Southwick and her future plans of purchasing a home.
Community partners are essential to helping the International Institute of New England welcome refugees and provide them with immediate and long-term support.

The Institute leverages private and public funds to provide newly arrived refugees with comprehensive assistance during their first year in the United States. We are able to provide high quality case management, employment, and other services because of generous financial contributions and an active volunteer community. The Resettle Together volunteer network helps prepare apartments for newly arrived refugees, joins our staff in welcoming refugees at the airport, and participates in our cultural orientation program. In addition volunteers accompany refugee children and their parents to their first day of school, take families to medical appointments, and do much more.

Resettle Together is a growing network of community partners who contribute time and money to help refugee families restart their lives in Massachusetts and New Hampshire. Below are the network’s original founding members from October 1, 2015 to September 30, 2016.

**PARTNER LIST:**
- African Community Center
- Andover Mums
- Be Free Community Church: Dover
- Beth-El Temple Center
- Congregation Shalom
- Church of Jesus Christ of Latter Day Saints
- Eyes on Refugees
- First Parish in Bedford
- The First Church in Belmont Unitarian Universalist
- First Parish Unitarian Universalist of Arlington
- Greater Boston Refugee Ministry
- Greater Boston Veterans Collaborative
- Kerem Shalom
- LexRap
- Needham area Resettle Together Partnership
- Plymouth Congregational Church
- Wellesley Friends Meeting

Become a Partner in Local Refugee Resettlement
Thank You!

Thanks to generous benefactors like you, the International Institute of New England has been serving refugees and immigrants for nearly 100 years. We are grateful for your commitment to the Institute, and appreciate all you do to make our important work possible.
International Institute of New England

BOSTON
2 Boylston Street, 3rd Floor, Boston, MA  02116
617-695-9990

LOWELL
15 – 17 Warren Street, 2nd Floor, Lowell, MA  01852
978-459-9031

MANCHESTER
1850 Elm Street, Manchester, NH  03104
603-647-1500

ONLINE  iine.org
EMAIL  info@iine.org