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 DEC 03 2025



Caitlin D. Davis
 Commissioner

Richard K. Sala
 Deputy Commissioner

STATE OF NEW HAMPSHIRE
 Department of Education
 25 Hall Street
 Concord, NH 03301
 TEL. (603) 271-3495

November 5, 2025

Her Excellency, Governor Kelly A. Ayotte
 and the Honorable Council
 State House
 Concord, New Hampshire 03301

REQUESTED ACTION

Authorize the Department of Education, Division of Learner Support, Bureau of Career Development and Adult Education to **retroactively** enter into a **sole source** amendment to an existing contract with International Institute of New England (VC# 177551) Manchester, New Hampshire by increasing the price limitation by \$354,283.51 from \$780,833.85 to \$1,135,117.36 with no change to the end date, to continue providing adult education and literacy programs as defined under the Workforce Innovation and Opportunity Act of 2014, effective upon Governor and Council approval from June 1, 2025 through June 30, 2026. The original contract was approved by the Governor & Council on June 28, 2023, Item #227. 30% Federal, 70% General Funds.

Funds are available in the following accounts for Fiscal Year 2026, with the authority to adjust budget line items within the price limitation through the Budget Office if needed and justified.

06-56-56-562010-40370000 Adult Education-Federal

Fiscal Year	Class / Account	Class Title	Current Budget	Increase (Decrease) Amount	Revised Budget
FY 2024	072-500575	Grants Federal	\$166,852.52	\$0.00	\$166,852.52
FY 2025	072-500575	Grants Federal	\$75,787.05	\$0.00	\$75,787.05
FY 2026	072-500575	Grants Federal	\$30,652.28	\$106,886.88	\$137,539.16
Total			\$273,291.85	\$106,886.88	\$380,178.73

06-56-56-562010-40390000 Adult Education-State

Fiscal Year	Class / Account	Class Title	Current Budget	Increase (Decrease) Amount	Revised Budget
FY 2024	601-500931	State Fund Match	\$197,948.16	\$0.00	\$197,948.16
FY 2025	601-500931	State Fund Match	\$309,593.84	\$0.00	\$309,593.84
FY 2026	601-500931	State Fund Match	\$0.00	\$247,396.63	\$247,396.63
Total			\$507,542.00	\$247,396.63	\$754,938.63

Budget Summary			
Fiscal Year	Current Budget	Increase (Decrease) Amount	Revised Budget
2024	\$364,800.68	\$0.00	\$364,800.68
2025	\$385,380.89	\$0.00	\$385,380.89
2026	\$30,652.28	\$354,283.51	\$384,935.79
Total	\$780,833.85	\$354,283.51	\$1,135,117.36

EXPLANATION

This request has become **sole source** because the price increase represents more than 10% of the contract total. The request is **retroactive** due to the uncertainty regarding the status of federal funding as outlined. NHED received a notice on June 30, 2025, indicating FY2025 funding for the Adult Education Basic Grants to States program was under review due to the change in Administration. Accordingly, the Department would not be issuing Grant Award Notifications obligating funds for this program on July 1 prior to completing the review. On July 24, 2025, the Office of Career, Technical, and Adult Education (OCTAE) sent an email indicating the review was complete and they would be sending out Grant Approval Notices soon. NHED received the Grant Approval Notice on July 30, 2025, for the budget period of 7/1/2025 – 9/30/2026.

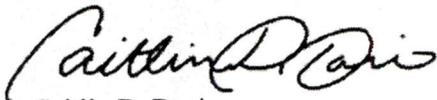
NHED is requesting a change in the grant award amounts to subrecipients due to enrollment changes and availability of both state and federal funds. This program overspent funds in FY25 by \$1,619.02 due to a programmatic oversight. Steps have been put in place to ensure this does not happen in the future.

This adult education and literacy program funding is designed to provide support to the grantees already approved as adult education programs. The International Institute of New England is currently in year three of a three-year grant award cycle. The goals of the adult education and literacy program operated under the Workforce Innovation and Opportunity Act of 2014 (WIOA) are to assist adults through academic instruction and education services below the postsecondary level that increase an individual's ability to read, write, speak in English, and perform mathematics or other activities necessary for the attainment of a secondary school diploma or its recognized equivalent; transition to postsecondary education and training; and obtain employment.

Annual performance measures, including making skill gain, attaining credentials, obtaining and retaining employment as well as the determination of a median wage after exit, are reported through the National Reporting System at the U.S. Department of Education.

The International Institute of New England is a non-profit organization, and NHED has confirmed the vendor is registered and in good standing with the Department of Justice's Charitable Division. Documents supporting these assertions are available at the agency, for review upon request.

Respectfully submitted,



Caitlin D. Davis
Commissioner of Education

AMENDMENT TO PROFESSIONAL SERVICES CONTRACT

Now come the New Hampshire Department of Education hereinafter “the Agency,” and International Institute of New England, Inc. (VC# 177551) Manchester, NH, hereinafter “the Contractor” and, pursuant to an agreement between the parties that was approved by the Governor and Council on June 28, 2023, Item #227, agree to modify same as follows:

1. Amend Section 1.8 Price Limitation by increasing the amount by \$354,283.51 from \$780,833.85 to \$1,135,117.36
2. Amend Exhibit C Budget by removing the current Budget and replacing with:

Budget

	FY24	FY25	FY26	Total
Salaries	\$229,177.35	\$305,583.98	\$275,514.26	\$810,275.59
Benefits	\$48,152.64	\$70,292.60	\$60,875.39	\$179,320.63
Purchased Property Service	\$9,131.54	\$1,600.00	\$0.00	\$10,731.54
Other Purchased Property Services	\$0.00	\$0.00	\$0.00	\$0.00
Supplies	\$47,233.65	\$1,609.47	\$9,397.88	\$58,241.00
Travel	\$337.49	\$597.76	\$0.00	\$935.25
Purchased Professional Services	\$6,036.39	\$0.00	\$0.00	\$6,036.39
Property	\$0.00	\$0.00	\$0.00	\$0.00
Indirect Costs	\$24,731.62	\$37,968.38	\$6,876.96	\$69,576.96
Total	\$364,800.68	\$417,652.19	\$352,664.49	\$1,135,117.36

3. Amend Exhibit C, Limitation on Price, by removing number 6 and replacing with:

Upon mutual agreement between the state contracting officer and the contractor, line items in this budget may be adjusted one to another, if needed and justified, but in no case shall the total budget exceed the price limitation of \$1,135,117.36. To be binding on the state, such adjustments of budget line items must be memorialized in writing, executed by the Contracting Officer and approved by the Commissioner.

4. Amend Exhibit C, by removing Funding Source and replacing with:

Funding Source: Funds are available in the following accounts for Fiscal Year 2026, with the authority to adjust budget line items within the price limitation through the Budget Office if needed and justified

06-56-56-562010-40370000 Adult Education-Federal

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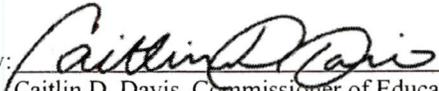
- 5. All other provisions of this agreement shall remain in full force and effect as originally set forth; and
- 6. This amendment shall commence upon Governor and Council approval from June 1, 2025, and shall terminate on June 30, 2026.

This modification of an existing agreement is hereby incorporated by reference to the existing agreement by the parties and must be attached to the said agreement.

IN WITNESS WHEREOF, the parties, hereto have set their hands as of the day and year first above written.

THE STATE OF NEW HAMPSHIRE
 Department of Education
 (Agency)

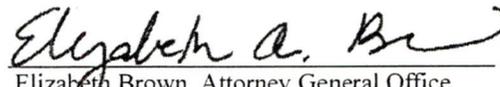
Division of Commissioner's Office

By:  11/13/25
 Caitlin D. Davis, Commissioner of Education Date

International Institute of New England, Inc.
 Name of Corporation (Contractor)

By:  10/15/2025 | 7:52 AM PDT
 Jeffrey Thielman, President & CEO Date

Approved as to form, substance and execution by the Attorney General this 13th day of November, 2025


 Elizabeth Brown, Attorney General Office

Approved by the Governor and Council this _____ day of _____, 20__

By: _____

State of New Hampshire

Department of State

CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC. is a Massachusetts Nonprofit Corporation registered to transact business in New Hampshire on February 12, 2016. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: 739194

Certificate Number: 0007252408



IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 6th day of August A.D. 2025.

A handwritten signature in black ink, appearing to read "David M. Scanlan".

David M. Scanlan
Secretary of State

CERTIFICATE OF AUTHORITY

I, Sam Epee-Bounya, hereby certify that:
(Name of the elected Officer of the Corporation/LLC; cannot be contract signatory)

1. I am a duly elected Clerk/Secretary/Officer of International Institute of New England, Inc.
(Corporation/LLC Name)

2. The following is a true copy of a vote taken at a meeting of the Board of Directors/shareholders, duly called and held on December 1, 2015, at which a quorum of the Directors/shareholders were present and voting.
(Date)

VOTED: That Jeffrey Thielman, President and CEO (may list more than one person)
(Name and Title of Contract Signatory)

is duly authorized on behalf of International Institute of New England, Inc. to enter into contracts or agreements with the State
(Name of Corporation/ LLC)

of New Hampshire and any of its agencies or departments and further is authorized to execute any and all documents, agreements and other instruments, and any amendments, revisions, or modifications thereto, which may in his/her judgment be desirable or necessary to effect the purpose of this vote.

3. I hereby certify that said vote has not been amended or repealed and remains in full force and effect as of the date of the contract/contract amendment to which this certificate is attached. This authority **remains valid for thirty (30) days** from the date of this Certificate of Authority. I further certify that it is understood that the State of New Hampshire will rely on this certificate as evidence that the person(s) listed above currently occupy the position(s) indicated and that they have full authority to bind the corporation. To the extent that there are any limits on the authority of any listed individual to bind the corporation in contracts with the State of New Hampshire, all such limitations are expressly stated herein.

Dated: 9/15/2025 | 5:49 AM PDT



Signature of Elected Officer
Name: Sam Epee-Bounya
Title: Mr.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
06/05/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Willis Towers Watson Northeast, Inc. c/o 26 Century Blvd P.O. Box 305191 Nashville, TN 372305191 USA	CONTACT NAME: WTW Certificate Center PHONE (A/C, No, Ext): 1-877-945-7378 FAX (A/C, No): 1-888-467-2378 E-MAIL ADDRESS: certificates@wtwco.com	
	INSURER(S) AFFORDING COVERAGE	
INSURED International Institute of New England, Inc. 2 Bolyston Street 3rd Floor Boston, MA 02116	INSURER A: Philadelphia Indemnity Insurance Company	NAIC # 18058
	INSURER B: Technology Insurance Company Inc	NAIC # 42376
	INSURER C:	
	INSURER D:	
	INSURER E:	
INSURER F:		

COVERAGES **CERTIFICATE NUMBER:** W39288040 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:		Y	PHPK2684307	05/05/2025	05/05/2026	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 3,000,000 PRODUCTS - COMP/OP AGG \$ 3,000,000 \$
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			PHPK2684307	05/05/2025	05/05/2026	COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ 1,000,000 BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED \$ RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY <input type="checkbox"/> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		Y/N No	TWC4548880	01/01/2025	01/01/2026	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Part One of the Workers Comp policy applies to the States of: Connecticut, Florida, Massachusetts, Maine, New Hampshire, New Jersey, New York, Rhode Island & Virginia.

Certificate Holder is included as an Additional Insured as respects to General Liability.

CERTIFICATE HOLDER NH Department of Education State Bureau of Adult Education 21 South Fruit Street, Suite #20 Concord, NH 03301	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE <i>Patricia A. Frye</i>

NONPROFIT COVER SHEET

A. Entity Name: International Institute of New England, Inc.

B. Entity's Contact Information for Records Requests (e.g., resumes of key personnel; audited financial statements):

Joseph Gilbert, Education Manager: jgilbert@iine.org

Henry Harris, Managing Director: hharris@iine.org

C. List Board of Directors and Affiliations

Name (Identify any additional role(s) in Parentheses) E.g., John Doe (President)	Affiliations
Natalya Belonozhko	Senior Vice President, Corporate Controller at Global Atlantic Financial Group
Sam Épée-Bounya	Partner, Senior Managing Director, & Portfolio Manager at Wellington Management
Zoltan Csimma	Senior Vice President and Chief Human Resources Officer (Retired) at Genzyme Corporation
Scott FitzGerald	Managing Partner (Retired) of the Boston, Massachusetts office of Fragomen, Del Rey, Bernsen & Loewy LLP
Richard Golob	Cofounder and CEO at Quantori
Tuan Ha-Ngoc	President and CEO (Retired) of AVEO Oncology
Belinda Juran, Chair of the Program Committee	Partner (Retired) at WilmerHale
Avak Kahvejian, PhD, Chair	General Partner at Flagship Pioneering
Libby May	Senior Vice President, External Affairs and Communications at Southern New Hampshire University
Theo Melas-Kyriazi, Chair of AFRC	CFO at Levitronix Technologies
Ann Merrifield	President and CEO (Retired) of PathoGenetix, Inc.
Wade Rubinstein	Founder and President of The Bike Connector, Inc.
Carolina San Martin	Managing Director, Global Head of Sustainable Investing Research, State Street Global Advisors
Jeff Thielman	President and CEO of the International Institute of New England
Fereshtah Thornberg	Executive Vice President, Head of Sales & Client Management, North America, at State Street

D. List Key Personnel (Resumes must be available upon request to the person(s) listed in section B or may be attached):

<u>Name</u>	<u>Role</u>	<u>Annual Salary</u>	<u>Amount Paid From This Contract</u>
Anca Moraru	Chief Program Officer		\$0.00
Henry Harris	Managing Director		\$0.00
Kateryna Kelly	Senior Program and Contract Manager		\$0.00
Joseph Gilbert	Associate Director of ESL		\$65,266.26
Hannah Granok	Education Manager		\$56,810.04
Vacant	Intake, Assessment & Data Entry Specialist		\$60,615.44
Pamela Seremet	Lead ESOL Instructor		\$54,406.81
Caroline Edwards	ESOL Instructor		\$32,734.00
Jacinta Josephs	ESOL Instructor		\$29,557.09
Lynn Hayden	ESOL Instructor		\$0.00
Kathryn Baker	ESOL Instructor		\$52,788.76
John Whalen	ESOL Instructor		\$31,783.50

**DISCLOSURE OF LEGAL ACTIVITIES INVOLVING THE STATE OF NEW
HAMPSHIRE OR ANOTHER GOVERNMENT ENTITY**

E. Check one of the following:

- [X] The entity is **not currently or has not been** party to any legal proceeding involving the State of New Hampshire (or any agency or subdivision thereof) or any other state/federal government entity before any adjudicative body in any jurisdiction **OR**
- [] The entity is or has been party to one or more legal proceedings as set forth above. Identify the jurisdiction, court or other adjudicative body, case number, and briefly describe the nature of the proceeding (Attached extra sheet if necessary).
-
-
-

CHARITABLE TRUSTS UNIT COMPLIANCE CERTIFICATION

F. Check one of the following:

- [X] is registered and in good standing with the New Hampshire Department of Justice Charitable Trusts Unit (** see note below) **or** has submitted a complete application for registration to the Charitable Trusts Unit and is awaiting a registration determination **OR**
- [] is not required to register with the Charitable Trusts Unit because it is neither tax-exempt under section 501(c)(3) of the Internal Revenue Code nor engages in charitable solicitations in the State of New Hampshire **OR**
- [] is exempt from registration with the Charitable Trusts Unit because it is a federal or state government, agency, or subdivision or is a religious organization, an integrated auxiliary of a religious organization, or is a convention or association of churches.

** Note: Attached screen shot from the DOJ Registered Charities List found at:

<https://mm.nh.gov/files/uploads/doj/remote-docs/registered-charities.pdf>

FINANCIAL DISCLOSURES

G. Check one the following:

- [X] The organization hired an outside firm to audit its financial statements or to prepare GAAP-compliant financial statements for its most recently completed fiscal year. If so, please ensure that the financial statements and audit results are available to be requested from the contact listed on Page 1 (audited financials may be attached) **OR**
- [] The above does not apply, but the organization filed an IRS Form 990 or Form 990-EZ for its most recently completed fiscal year. Please attach that IRS Form 990 or Form 990-EZ to the submission. (Form 990 Schedule B is not required) **OR**
- [] ***If neither of the above apply***, complete the Income Statement and Balance Sheet below with the following basic financial information from the organization's most recently completed fiscal year:

1. INCOME STATEMENT

<u>Revenue</u>		<u>Expenses</u>	
<i>Grants</i>	\$	<i>Compensation of officers, directors, and key personnel</i>	\$
<i>Donations</i>	\$	<i>Other salaries & wages</i>	\$
<i>Program Services Revenue</i>	\$	<i>Payroll taxes & employee benefits</i>	\$
<i>Interest & Dividends</i>	\$	<i>Occupancy, rent, utilities, and insurance</i>	\$
<i>All other Revenue</i>	\$	<i>Printing, publications, postage, office supplies, and IT</i>	\$
<u>Total Revenue</u>	\$	<i>All other expenses</i>	\$
		<u>Total Expenses</u>	\$

2. BALANCE SHEET

<u>Assets</u>		<u>Liabilities</u>	
<i>Cash & Equivalents</i>	\$	<i>Accounts Payable</i>	\$
<i>Investments</i>	\$	<i>Loans Payable</i>	\$
<i>Real Estate (less any depreciation)</i>	\$	<i>All other liabilities</i>	\$
<i>Other Property & Equipment (less any depreciation)</i>	\$	<u>Total Liabilities</u>	\$
<i>Pledges, grants, accounts receivable</i>	\$		
<i>All other assets</i>	\$		
<u>Total Assets</u>	\$		



International
Institute of
New England

Mission Statement

The mission of the International Institute of New England is to create opportunities for refugees and immigrants to succeed through resettlement, education, career advancement, and pathways to citizenship.



**International
Institute of
New England**

**FINANCIAL STATEMENTS
SEPTEMBER 30, 2024 AND 2023**

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Contents
September 30, 2024 and 2023

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50 Washington Street
Westborough, MA 01581
508.366.9100
aafcpcpa.com

Independent Auditor's Report

To the Board of Directors of
International Institute of New England, Inc.:

Opinion

We have audited the financial statements of International Institute of New England, Inc. (a Massachusetts nonprofit corporation) (the Institute), which comprise the statements of financial position as of September 30, 2024 and 2023, and the related statements of activities and changes in net assets, cash flows, and functional expenses for the years then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of International Institute of New England, Inc. as of September 30, 2024 and 2023, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Institute and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, which raise substantial doubt about the Institute's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

Auditor's Responsibilities for the Audit of the Financial Statements (Continued)

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Institute's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, which raise substantial doubt about the Institute's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

AAFCPA, Inc.

Boston, Massachusetts
March 3, 2025

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Statements of Financial Position
September 30, 2024 and 2023

Assets	2024	2023
Current Assets:		
Cash	\$ 1,268,297	\$ 632,175
Current portion of government contracts and contributions receivable	6,111,864	4,216,844
Accounts receivable	162,220	79,289
Prepaid expenses and other	297,011	308,130
Total current assets	7,839,392	5,236,438
Investments	13,471,895	11,403,418
Contributions Receivable, net	4,180,346	635,794
Property and Equipment, net	1,111,076	1,386,308
Right-of-Use Assets - Operating	1,877,443	2,190,256
Security Deposits	96,057	91,657
Total assets	<u>\$ 28,576,209</u>	<u>\$ 20,943,871</u>
Liabilities and Net Assets		
Current Liabilities:		
Current portion of operating lease liabilities	\$ 754,479	\$ 698,298
Accounts payable	697,607	508,696
Accrued expenses	764,983	630,640
Conditional advances	1,476,680	1,106,281
Total current liabilities	3,693,749	2,943,915
Operating Lease Liabilities, net of current portion	1,450,785	1,968,540
Total liabilities	<u>5,144,534</u>	<u>4,912,455</u>
Net Assets:		
Without donor restrictions:		
Operating	15,926,046	12,968,929
Property and equipment	879,312	1,001,383
Total without donor restrictions	16,805,358	13,970,312
With donor restrictions	6,626,317	2,061,104
Total net assets	<u>23,431,675</u>	<u>16,031,416</u>
Total liabilities and net assets	<u>\$ 28,576,209</u>	<u>\$ 20,943,871</u>

The accompanying notes are an integral part of these statements.

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INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Statements of Activities and Changes in Net Assets
For the Years Ended September 30, 2024 and 2023

	2024			2023		
	Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Total
Revenues:						
Government contracts	\$ 21,846,676	\$ -	\$ 21,846,676	\$ 16,798,874	\$ -	\$ 16,798,874
Grants and contributions	5,340,434	5,540,374	10,880,808	4,880,244	817,098	5,697,342
Donated goods and services	702,186	-	702,186	379,202	-	379,202
Program service fees and contracted services	499,790	-	499,790	617,545	-	617,545
Other revenue	52,316	-	52,316	12,910	-	12,910
Net assets released from time restrictions	405,658	(405,658)	-	425,000	(425,000)	-
Net assets released from purpose restrictions	569,503	(569,503)	-	432,765	(432,765)	-
Total revenues	<u>29,416,563</u>	<u>4,565,213</u>	<u>33,981,776</u>	<u>23,546,540</u>	<u>(40,667)</u>	<u>23,505,873</u>
Expenses:						
Program services	22,562,081	-	22,562,081	16,185,833	-	16,185,833
General and administrative	4,064,556	-	4,064,556	3,422,692	-	3,422,692
Fundraising	2,261,598	-	2,261,598	2,009,426	-	2,009,426
Total expenses	<u>28,888,235</u>	<u>-</u>	<u>28,888,235</u>	<u>21,617,951</u>	<u>-</u>	<u>21,617,951</u>
Changes in net assets from operations	<u>528,328</u>	<u>4,565,213</u>	<u>5,093,541</u>	<u>1,928,589</u>	<u>(40,667)</u>	<u>1,887,922</u>
Non-Operating Revenue (Expense):						
Investment return	2,307,471	-	2,307,471	1,070,861	-	1,070,861
Loss on disposal of property and equipment	(753)	-	(753)	(47,869)	-	(47,869)
Total non-operating revenue (expense)	<u>2,306,718</u>	<u>-</u>	<u>2,306,718</u>	<u>1,022,992</u>	<u>-</u>	<u>1,022,992</u>
Changes in net assets	<u>2,835,046</u>	<u>4,565,213</u>	<u>7,400,259</u>	<u>2,951,581</u>	<u>(40,667)</u>	<u>2,910,914</u>
Net Assets:						
Beginning of year	<u>13,970,312</u>	<u>2,061,104</u>	<u>16,031,416</u>	<u>11,018,731</u>	<u>2,101,771</u>	<u>13,120,502</u>
End of year	<u>\$ 16,805,358</u>	<u>\$ 6,626,317</u>	<u>\$ 23,431,675</u>	<u>\$ 13,970,312</u>	<u>\$ 2,061,104</u>	<u>\$ 16,031,416</u>

The accompanying notes are an integral part of these statements.

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Statements of Cash Flows

For the Years Ended September 30, 2024 and 2023

	<u>2024</u>	<u>2023</u>
Cash Flows from Operating Activities:		
Changes in net assets	\$ 7,400,259	\$ 2,910,914
Adjustments to reconcile changes in net assets to net cash provided by (used in) operating activities:		
Investment return	(2,307,471)	(1,070,861)
Loss on disposal of property and equipment	753	47,869
Depreciation	319,517	328,530
Amortization expense - financing lease	12,696	10,947
Non-cash lease expense	686,353	588,260
Donated stock	284,000	(99,509)
Bad debt	42,136	2,174
Change in discount on contributions receivable	310,781	(7,263)
Changes in operating assets and liabilities:		
Government contracts and contributions receivable	(5,792,489)	(2,515,716)
Accounts receivable	(82,931)	(12,607)
Operating lease liabilities	(835,115)	(770,490)
Prepaid expenses and other	11,119	(83,002)
Security deposits	(4,400)	1,327
Accounts payable	262,053	256,146
Accrued expenses	134,343	154,789
Conditional advances	370,399	(1,796,471)
	<u>812,003</u>	<u>(2,054,963)</u>
Net cash provided by (used in) operating activities		
Cash Flows from Investing Activities:		
Proceeds from sale of investments	3,834,824	9,728,231
Acquisition of property and equipment	(130,875)	(135,812)
Investment purchases	(3,879,830)	(11,972,075)
	<u>(175,881)</u>	<u>(2,379,656)</u>
Net cash used in investing activities		
Net Change in Cash	636,122	(4,434,619)
Cash:		
Beginning of year	<u>632,175</u>	<u>5,066,794</u>
End of year	<u>\$ 1,268,297</u>	<u>\$ 632,175</u>
Supplemental Disclosure of Non-Cash Transactions:		
Unrealized gain on investments	<u>\$ 1,977,011</u>	<u>\$ 770,506</u>
Property and equipment financed by accounts payable	<u>\$ -</u>	<u>\$ 73,142</u>

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Statement of Functional Expenses

For the Year Ended September 30, 2024

(With Summarized Comparative Totals for the Year Ended September 30, 2023)

	2024			2023	
	Program Services	General and Administrative	Fundraising	Total	Total
Personnel and Related:					
Salaries	\$ 12,344,453	\$ 1,551,567	\$ 1,354,704	\$ 15,250,724	\$ 10,161,808
Payroll taxes and fringe benefits	2,446,717	376,660	233,900	3,057,277	1,967,498
Donated services	630,080	3,646	31,077	664,803	302,760
Purchased and contracted services	27,665	-	-	27,665	335,763
Staff training	3,626	18,554	5,107	27,287	54,984
Total personnel and related	15,452,541	1,950,427	1,624,788	19,027,756	12,822,813
Occupancy:					
Rent and utilities	511,097	312,956	76,086	900,139	825,642
Depreciation	163,615	108,716	-	272,331	258,005
Total occupancy	674,712	421,672	76,086	1,172,470	1,083,647
Other:					
Client assistance	4,617,314	-	-	4,617,314	4,657,484
Professional fees	887,995	834,995	266,478	1,989,468	1,564,038
Supplies and materials	279,711	308,624	6,597	594,932	401,325
Travel, meetings and conferences	245,004	167,481	25,045	437,530	266,059
Dues and subscriptions	92,770	194,463	70,894	358,127	274,064
Miscellaneous	128,384	41,064	81	169,529	21,543
Events	4,905	-	129,417	134,322	203,087
Insurance	2,193	85,052	-	87,245	67,462
Advertising	35,523	18,027	2,110	55,660	21,953
Storage	40,945	6,760	-	47,705	34,603
Equipment depreciation	28,349	18,837	-	47,186	70,525
Bad debt	-	4,136	38,000	42,136	2,174
Postage	21,599	11,791	8,173	41,563	20,531
Donated goods	37,382	-	-	37,382	76,442
Printing	12,754	1,227	13,929	27,910	30,201
Total other	6,434,828	1,692,457	560,724	8,688,009	7,711,491
Total expenses	\$ 22,562,081	\$ 4,064,556	\$ 2,261,598	\$ 28,888,235	\$ 21,617,951

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Statement of Functional Expenses
For the Year Ended September 30, 2023

	<u>Program Services</u>	<u>General and Adminis- trative</u>	<u>Fundraising</u>	<u>Total</u>
Personnel and Related:				
Salaries	\$ 7,734,339	\$ 1,398,818	\$ 1,028,651	\$ 10,161,808
Payroll taxes and fringe benefits	1,494,966	257,324	215,208	1,967,498
Donated services	279,961	-	22,799	302,760
Purchased and contracted services	335,763	-	-	335,763
Staff training	8,818	44,830	1,336	54,984
	<u>9,853,847</u>	<u>1,700,972</u>	<u>1,267,994</u>	<u>12,822,813</u>
Occupancy:				
Rent and utilities	521,346	233,065	71,231	825,642
Depreciation	150,417	107,588	-	258,005
	<u>671,763</u>	<u>340,653</u>	<u>71,231</u>	<u>1,083,647</u>
Other:				
Client assistance	4,657,484	-	-	4,657,484
Professional fees	499,503	738,497	326,038	1,564,038
Supplies and materials	158,439	226,011	16,875	401,325
Travel, meetings and conferences	127,915	122,299	15,845	266,059
Dues and subscriptions	56,893	135,512	81,659	274,064
Miscellaneous	6,382	12,921	2,240	21,543
Events	-	-	203,087	203,087
Insurance	1,714	65,748	-	67,462
Advertising	250	14,176	7,527	21,953
Storage	8,741	25,153	709	34,603
Equipment depreciation	41,116	29,409	-	70,525
Bad debt	-	2,174	-	2,174
Postage	9,860	8,603	2,068	20,531
Donated goods	76,442	-	-	76,442
Printing	15,484	564	14,153	30,201
	<u>5,660,223</u>	<u>1,381,067</u>	<u>670,201</u>	<u>7,711,491</u>
Total other	<u>5,660,223</u>	<u>1,381,067</u>	<u>670,201</u>	<u>7,711,491</u>
Total expenses	<u>\$ 16,185,833</u>	<u>\$ 3,422,692</u>	<u>\$ 2,009,426</u>	<u>\$ 21,617,951</u>

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2024 and 2023

1. OPERATIONS AND NONPROFIT STATUS

International Institute of New England, Inc. (the Institute) is a nonprofit organization that provides assistance to the immigrant and refugee populations of Massachusetts and New Hampshire. In fiscal years 2024 and 2023, there were approximately 19,000 and 10,000 unduplicated people, from approximately seventy and sixty-eight countries that benefited from the Institute's services, gaining the knowledge and skills necessary for their integration into American life. The Institute's services include English and literacy classes, citizenship education, job training and placement, legal aid and counseling services, and case management.

The Institute is exempt from Federal income taxes as an organization (not a private foundation) formed for charitable purposes under Section 501(c)(3) of the Internal Revenue Code (IRC). The Institute is also exempt from state income taxes. Contributions made to the Institute are deductible by donors within the requirements of the IRC.

2. SIGNIFICANT ACCOUNTING POLICIES

The Institute prepares its financial statements in accordance with generally accepted accounting standards and principles (U.S. GAAP) established by the Financial Accounting Standards Board (FASB). References to U.S. GAAP in these notes are to the FASB Accounting Standards Codification (ASC).

Recently Adopted Accounting Pronouncement

In June 2016, the FASB issued Accounting Standards Update (ASU) 2016-13, *Financial Instruments - Credit Losses (Topic 326): Measurement of Credit Losses on Financial Instruments*. ASU 2016-13 replaces the "incurred loss" credit losses framework with a new accounting standard that requires management's measurement of the allowance for credit losses to be based on a broader range of reasonable and supportable information for lifetime credit loss estimates. This amendment was adopted effective October 1, 2023, using the modified retrospective method with no impact to the Institute's financial statements.

Estimates

The preparation of financial statements in accordance with U.S. GAAP requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Cash

For the purpose of the statements of cash flows, management considers all highly liquid investments with an initial maturity of three months or less to be cash, except those funds that are included in the Institute's investments (see Note 4).

Property and Equipment and Depreciation

Property and equipment are recorded at cost when purchased or at fair value at the date of donation. Property and equipment having a value of \$5,000 or more are capitalized and are depreciated using the straight-line method over the following estimated useful lives:

Leasehold improvements	Lesser of life of lease or 10 years
Furniture and equipment	3 - 10 years

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2024 and 2023

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

Government Contracts, Contribution Receivable and Allowance for Doubtful Accounts

The allowance for doubtful accounts is recorded based on management's analysis of specific accounts and their estimate of amounts that may be uncollectible, if any. It is the Institute's policy to charge-off uncollectible government contracts and contributions receivable when management determines the receivable will not be collected. No allowance for doubtful accounts was deemed necessary as of September 30, 2024 or 2023.

Accounts Receivable and Allowance for Credit Losses

The Institute records program service fees and contracted services receivables for unconditional rights to consideration arising from performance under contracts with customers. Program service fees and contracted service receivables, including billed and unbilled accounts for which the right to payment exists, are considered receivables if the right to consideration is unconditional and only the passage of time is required before the payment of that consideration is due. Any estimated uncollectible amounts are generally considered implicit price concessions which directly reduce program service fees and contracted services receivable. Changes to the estimate of the transaction price are generally recorded as adjustments to the specific program service or contracted service revenue stream in the period of the change.

It is the Institute's policy to charge-off uncollectible program service fees and contract service receivables when management determines the receivable will not be collected. Any estimates for amounts not expected to be collected based on historical experience and other circumstances are recognized as a reduction to net revenue. Such estimates are based on an analysis of historical loss experience, current receivables aging, and management's assessment of current conditions and reasonable and supportable expectation of future conditions, as well as an assessment of specific identifiable customer accounts considered at risk or uncollectible. The Institute assesses collectability by pooling receivables where similar characteristics exist and evaluates receivables individually when specific balances no longer share those risk characteristics and are considered at risk or uncollectible. Subsequent change in estimate of collectability due to a change in the financial status of a payor, is recognized as credit loss expense and presented as an operating expense. There were no material credit loss expenses for the years ended September 30, 2024 and 2023. Recoveries of accounts receivable previously written-off are recorded when received.

Fair Value Measurements

The Institute follows the accounting and disclosure standards pertaining to ASC Topic, *Fair Value Measurements*, for qualifying assets and liabilities. Fair value is defined as the price that the Institute would receive upon selling an asset or pay to settle a liability in an orderly transaction between market participants.

The Institute uses a framework for measuring fair value that includes a hierarchy that categorizes and prioritizes the sources used to measure and disclose fair value. This hierarchy is broken down into three levels based on inputs that market participants would use in valuing the financial instruments based on market data obtained from sources independent of the Institute. Inputs refer broadly to the assumptions that market participants would use in pricing the financial instrument, including assumptions about risk. Inputs may be observable or unobservable. Observable inputs are inputs that reflect the assumptions market participants would use in pricing the financial instrument developed based on market data obtained from sources independent of the reporting entity. Unobservable inputs are inputs that reflect the reporting entity's own assumptions about the assumptions market participants would use in pricing the asset developed based on the best information available.

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2024 and 2023

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

Fair Value Measurements (Continued)

The three-tier hierarchy of inputs is as follows:

- Level 1 - Inputs that reflect unadjusted quoted prices in active markets for identical assets at the measurement date.
- Level 2 - Inputs other than quoted prices that are observable for the asset either directly or indirectly, including inputs in markets that are not considered to be active.
- Level 3 - Inputs that are unobservable, and which require significant judgment or estimation.

An asset or liability's level within the framework is based upon the lowest level of any input that is significant to the fair value measurement.

Investments

Investments are recorded in the financial statements at fair value. If an investment is directly held by the Institute and an active market with quoted prices exists, the market price of an identical security is used to report fair value. Reported fair values of shares in mutual funds are based on share prices reported by the funds as of the last business day of the fiscal year. The Institute's interest in two limited liability partnerships is reported at the net asset value (NAV) reported by fund managers, which is used as a practical expedient to estimate fair value, unless it is probable that all or a portion of the investment will be sold for an amount different from NAV. As of September 30, 2024 and 2023, the Institute had no plans to sell this investment.

The Institute also received \$284,239 and \$99,509 of donated stock during the years ended September 30, 2024 and 2023, respectively. Donated stock is recorded at the fair value at the time of donation and maintained as part of the investment portfolio (see Note 4).

Statements of Activities and Changes in Net Assets

Transactions deemed by management to be ongoing, major, or central to the provision of program services are reported as revenues and expenses in the accompanying statements of activities and changes in net assets. Non-operating revenue (expense) includes investment and capital-related activity.

Revenue Recognition

Government Contracts, Grants and Contributions

In accordance with ASC Subtopic 958-605, *Revenue Recognition*, the Institute must determine whether a contribution (or a promise) is conditional or unconditional for transactions deemed to be a contribution. A contribution is considered to be a conditional contribution if an agreement includes a barrier that must be overcome and either a right of return of assets or a right of release of a promise to transfer assets exists (see Note 9). Indicators of a barrier include a measurable performance-related barrier or other measurable barriers, a stipulation that limits discretion by the recipient on the conduct of an activity, and stipulations that are related to the purpose of the agreement. Topic 958 prescribes that the Institute should not consider probability of compliance with the barrier when determining if such awards are conditional and should be reported as conditional grant advance liabilities until such conditions are met. Assets received before the barrier is overcome are recorded as conditional advances.

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2024 and 2023

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

Revenue Recognition (Continued)

Government Contracts, Grants and Contributions (Continued)

The Institute's primary sources of revenue are derived from cost-reimbursable and unit-rate Federal and state contracts and grants, which are conditioned upon certain performance requirements and/or the incurrence of allowable qualifying expenses. These contracts are considered nonreciprocal transactions because the general public receives the benefit as the result of the assets transferred. Amounts are recognized as revenue when the Institute has incurred expenditures in compliance with specific contract or grant provisions.

Grants and contributions and United Way allocations are recorded as revenue and net assets without donor restrictions when unconditionally committed. Grants and contributions with donor restrictions are recorded as revenues and net assets with donor restrictions when unconditionally received or pledged. Net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in statements of activities and changes in net assets as net assets released from restrictions as costs are incurred, time or program restrictions have lapsed, or capital improvements have been placed into service.

Special events revenue, included in grants and contributions in the accompanying statements of activities and changes in net assets, is from the Institute's ability to host fundraising events. Special event income consists of both contributions and sales. The contribution portion of the special event income is recognized as revenue when unconditionally committed or received in accordance with Topic 958. Special event contributions are considered donor restricted if the proceeds of the event are restricted for specific purposes or time periods at the time of the event.

The sales portion of the special event income is recognized in accordance with *Revenue from Contracts with Customers* (Topic 606) and is derived from various components, including ticket sales from fundraising events held in which the transaction price is determined annually. Registration fees for these events are set by the Institute and have not been allocated as the events are each considered to be separate performance obligations. The fee portion for these events is immaterial and has not been recognized separately from the contribution portion.

Revenue from Contracts with Customers - Topic 606

The Institute generally measures revenue from exchange transactions based on the amount of consideration the Institute expects to be entitled for the transfer of goods or services to a customer, then recognizes this revenue when or as the Institute satisfies its performance obligations under a contract.

The Institute recognized program service fees for legal and translation services provided for clients, in which the clients either pay for the services themselves or are sponsored by corporations, depending on the service provided. Program service fees generally consist of a single performance obligation to provide services, and agreements with clients do not contain variable consideration. Accordingly, program service fees are recognized at a point in time, which is also when the performance obligation is satisfied. The transaction price is a fixed fee based upon the service provided, which is established by management based on hourly rates and expected number of hours to complete the service.

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2024 and 2023

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

Revenue Recognition (Continued)

Revenue from Contracts with Customers - Topic 606 (Continued)

Contracted services revenue consists of various training and education service programs provided to immigrants and refugees that span over several months based on the nature of the program or course. There is a single performance obligation for all programs, which consists of the completion of the training and education program or course and related events. Revenue is recognized ratably over the period of the program or course, and the transaction price is based on fixed quoted prices. The contract amount may vary based upon the number of participants in the program and the rate per participant. Generally, a fixed-fee contract is signed by either an individual participant in the program or an organization sponsoring the individuals. The transaction price is determined based upon hourly rates established by management and the number of hours estimated to complete a contract.

Accounts receivable related to revenue from contracts with customers was \$66,682 on October 1, 2022.

Other

Investment return consists of interest, dividends, and realized and unrealized gains and losses. Interest income is recorded as earned and dividend income is recorded on the ex-dividend date. Realized gains and losses on investment transactions are recorded based on the average cost method. Unrealized gains and losses are recorded based on changes in fair value. All other revenue is recognized as earned.

Right-of-Use Asset - Operating Leases and Operating Lease Liabilities

The Institute determines if an arrangement is a lease or contains a lease at inception of a contract. A contract is determined to be a lease or contain a lease if the contract conveys the right to control the use of identified property, plant or equipment (an identified asset) in exchange for consideration. The Institute determines such assets are leased because the Institute has the right to obtain substantially all of the economic benefits from and the right to direct the use of the identified asset. Assets in which the supplier or lessor has the practical ability and right to substitute alternative assets for the identified asset and would benefit economically from the exercise of its right to substitute the asset are not considered to be or contain a lease because the Institute determines it does not have the right to control and direct the use of the identified asset. The Institute's lease agreements do not contain any material residual value guarantees or material restrictive covenants.

In evaluating its contracts, the Institute separately identifies lease and non-lease components, such as common area and other maintenance costs, in calculating the right-of-use (ROU) assets and lease liabilities for its office space. The Institute has elected the practical expedient to combine lease and non-lease components and classifies the contract as a lease if consideration in the contract allocated to the lease component is greater than the consideration allocated to the non-lease component.

Leases result in the recognition of ROU assets and lease liabilities on the statements of financial position. ROU assets represent the right to use an underlying asset for the lease term, and lease liabilities represent the obligation to make lease payments arising from the lease, measured on a discounted basis. The Institute determines lease classification as operating or finance at the lease commencement date.

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2024 and 2023

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

Right-of-Use Asset - Operating Leases and Operating Lease Liabilities (Continued)

At lease inception, the lease liability is measured at the present value of the lease payments over the lease term. The ROU asset equals the lease liability adjusted for any initial direct costs, prepaid or deferred rent, and lease incentives. The Institute uses the implicit rate when readily determinable. As most leases do not provide an implicit rate, to determine the present value of lease payments, management uses the risk-free rate at lease commencement.

In determining lease terms, lease agreements which include options to extend the lease are considered in the determination of the ROU asset and lease liability when it is reasonably certain that the Institute will exercise that option. Lease expense is generally recognized on a straight-line basis over the lease term.

The Institute has elected not to record leases with an initial term of twelve months or less on the statements of financial position. Lease expense on such leases is recognized on a straight-line basis over the lease term.

Expense Allocations

Program expenses include direct expenses, as well as indirect expenses, which are allocated based upon management's estimate of the percentage attributable to each program. Expenses related directly to a program or supporting function are charged to that function, while all other expenses are allocated based upon management's estimate of the percentage attributable to each function.

Certain categories of expenses are attributable to more than one program or supporting function and are allocated on a reasonable basis that is consistently applied. The expenses that are allocated are salaries, payroll taxes and fringe benefits, which are allocated on the basis of estimates of time and effort; occupancy and depreciation, which are allocated on a square footage basis; and indirect other operating expenses, which are allocated based on management's estimate of usage.

Advertising Costs

Costs incurred for producing and communicating advertising are expensed when incurred and are reflected as advertising in the accompanying statements of functional expenses.

Donated Goods and Services

In-kind contributions are reflected as contributions at their fair value of the services and goods received, at date of donation, and are reported as unrestricted support unless explicit donor stipulations specify how the donated assets must be used. The Institute is the recipient of donated services and goods which were received in 2024 and 2023 without donor restrictions. These amounts have been reported as both donated services and goods in the accompanying statements of activities and changes in net assets and statements of functional expenses. The Institute recognizes the fair value of contributed services received if such services: a) create or enhance nonfinancial assets or b) require specialized skills that are provided by individuals possessing those skills and would typically need to be purchased if not contributed. Donated services are valued at the standard hourly rates charged for those services. Donated goods are valued at the wholesale prices that would be received for selling similar products.

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2024 and 2023

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

Donated Goods and Services (Continued)

Donated services and goods consisted of the following for the years ended September 30:

	<u>2024</u>	<u>2023</u>
Donated services	\$ 664,804	\$ 302,760
Donated goods	<u>37,382</u>	<u>76,442</u>
	<u>\$ 702,186</u>	<u>\$ 379,202</u>

The Institute also receives a substantial amount of donated administrative services. Many individuals volunteer their time and perform a variety of tasks that help the Institute accomplish its goals. These services do not meet the criteria for recognition as contributed services under U.S. GAAP and, accordingly, are not included in the accompanying financial statements.

Income Taxes

The Institute accounts for uncertainty in income taxes in accordance with ASC Topic, *Income Taxes*. This standard clarifies the accounting for uncertainty in tax positions and prescribes a recognition threshold and measurement attribute for the financial statements regarding a tax position taken or expected to be taken in a tax return. The Institute has determined that there are no uncertain tax positions which qualify for either recognition or disclosure in the financial statements at September 30, 2024 or 2023. The Institute's information returns are subject to examination by the Federal and state jurisdictions.

Subsequent Events

Subsequent events have been evaluated through March 3, 2025, which is the date the financial statements were available to be issued. There were no events that met the criteria for recognition or disclosure in the financial statements.

Net Assets

Net Assets Without Donor Restrictions:

Net assets without donor restrictions are those net resources that bear no external restrictions and are generally available for use by the Institute. The Institute has grouped its net assets without donor restrictions into the following categories:

Operating - represents funds available to carry on the operations of the Institute.

Property and equipment - reflect and account for the activities relating to the Institute's property and equipment and ROU assets - operating, net of related liabilities.

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2024 and 2023

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

Net Assets (Continued)

Net Assets With Donor Restrictions:

The Institute receives contributions and grants that are designated by donors for specific purposes or time periods. These contributions are recorded as net assets with donor restrictions until they are either expended for their designated purposes or as the time restrictions lapse.

Net assets with donor restrictions consist of the following at September 30:

	<u>2024</u>	<u>2023</u>
Time restricted	\$ 6,136,745	\$ 1,124,094
Purpose restricted	<u>489,572</u>	<u>937,010</u>
	<u>\$ 6,626,317</u>	<u>\$ 2,061,104</u>

3. RETIREMENT PLAN

The Institute has a defined contribution retirement plan covering all eligible employees over the age of twenty-one who have completed a minimum of 1,000 hours of service within one of their first two years of employment. Employee contributions are vested immediately into the plan upon eligibility. The Institute made \$268,747 and \$143,087 of matching contributions to the plan during the years ended September 30, 2024 and 2023, respectively, which are included in payroll taxes and fringe benefits in the accompanying statements of functional expenses.

4. INVESTMENTS

Investments, which are stated at fair value in the accompanying statements of financial position, are as follows:

<u>2024</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
Money market funds	\$ <u>1,223,273</u>	\$ -	\$ -	\$ <u>1,223,273</u>
Equity Mutual funds:				
Large Cap Blend	3,750,718	-	-	3,750,718
Other	2,937,432	-	-	2,937,432
Foreign Large Cap Blend	<u>2,270,775</u>	-	-	<u>2,270,775</u>
Total Equity Mutual funds	<u>8,958,925</u>	-	-	<u>8,958,925</u>
Fixed income	<u>1,010,153</u>	-	-	<u>1,010,153</u>
	<u>\$ 11,192,351</u>	\$ -	\$ -	11,192,351
Limited liability partnerships				<u>2,279,544</u>
Total investments				<u>\$ 13,471,895</u>

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2024 and 2023

4. INVESTMENTS (Continued)

<u>2023</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
Money market funds	\$ 793,935	\$ -	\$ -	\$ 793,935
Equity Mutual funds:				
Large Cap Blend	2,553,667	-	-	2,553,667
Other	1,936,146	-	-	1,936,146
Foreign Large Cap Blend	1,603,850	-	-	1,603,850
Total Equity Mutual funds	6,093,663	-	-	6,093,663
Fixed income	2,504,413	-	-	2,504,413
	<u>\$ 9,392,011</u>	<u>\$ -</u>	<u>\$ -</u>	9,392,011
Limited liability partnerships				<u>2,011,407</u>
Total investments				<u>\$ 11,403,418</u>

In accordance with ASU No. 2015-07, the Institute's investments in two limited liability partnerships are valued at fair value using the NAV per share (or its equivalent) practical expedient and have not been classified in the fair value hierarchy. The fair value amounts presented above are intended to permit reconciliation of the fair value hierarchy to the amounts presented in the accompanying statements of financial position.

Investments are reported in the accompanying statements of financial position as long-term assets based on management's intent with respect to the use of the investments.

The investments are not insured and are subject to market fluctuation.

5. CONCENTRATIONS

The Institute maintains its cash balances in one Massachusetts bank. The Federal Deposit Insurance Corporation (FDIC) insures balances at each bank up to certain amounts. At certain times during the year, cash balances exceeded the insured amounts. The Institute has supplemental coverage at one bank, which insures the portion of deposits in excess of the FDIC's limit. The Institute has not experienced any losses in such accounts. Management believes the Institute is not exposed to any significant credit risk on its operating cash balance.

Funding agencies and donors exceeding 10% of the Institute's operating revenue and support (excluding donated goods and services) or government contracts, contributions and accounts receivables as of and for the years ended September 30, 2024 and 2023, are as follows:

<u>Funder</u>	<u>Operating Revenue and Support %</u>		<u>Government Contracts, Contributions and Accounts Receivables %</u>	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Commonwealth of Massachusetts	26%	34%	14%	29%
U.S. Committee for Refugees and Immigrants	32%	29%	23%	32%
Individual Donor	10%	-	49%	-

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2024 and 2023

6. FUNDING

The Institute receives a significant portion of its funding from government agencies. These contracts are subject to audit by these government agencies. In the opinion of management, the results of such audits, if any, will not have a material effect on the financial position of the Institute as of September 30, 2024 and 2023, or on the changes in its net assets for the years then ended.

7. LINE OF CREDIT

The Institute has a revolving line of credit agreement with Eastern Bank renewable annually for borrowing up to \$1,500,000. Interest is calculated based on the Secured Overnight Financing Rate which was 7.34% as of September 30, 2024. The line of credit is secured by primarily all of the Institute's assets as defined in the agreement. There was no outstanding balance as of September 30, 2024. The Institute must meet certain covenants as specified in the agreement. The Institute was in compliance with these covenants as of September 30, 2024.

8. LEASES

Nature of Leases

The Institute leases its main office space in Boston, Massachusetts under an agreement that runs through July 2026. The lease included an initial three-month rent-free period. Monthly lease payments for fiscal years 2024 and 2023 were approximately \$46,000 and \$45,000, respectively, and increase throughout the term of the lease. The lease agreement also includes a tenant improvement allowance of \$1,107,822 in the form of a reimbursement for construction and related costs incurred by the Institute for leasehold improvements.

The Institute leases other program and administrative space under various operating lease agreements. Monthly lease payments under these agreements range from \$2,200 to \$7,106. These leases expire at various dates through January 2033. The leases require the Institute to maintain certain insurance coverage and pay for its proportionate share of real estate taxes and operating expenses.

The Institute also has printer and copier leases with monthly payments ranging from \$192 to \$1,041. These leases expire at various dates through July 2026.

The following summarizes the line items in the accompanying statements of functional expenses, which include the components of lease expense for the years ended September 30:

	<u>2024</u>	<u>2023</u>
Operating lease costs included in rent and utilities	\$ 687,486	\$ 616,978
Operating lease costs included in supplies and materials	14,795	14,795
Variable lease costs included in rent and utilities	212,654	208,664
Short-term lease cost included in supplies and materials	<u>13,353</u>	<u>27,720</u>
Total operating lease expense	<u>\$ 928,288</u>	<u>\$ 868,157</u>

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2024 and 2023

8. LEASES (Continued)

Nature of Leases (Continued)

The maturities of lease liabilities as of September 30, 2024, are as follows:

2025	\$ 824,123
2026	691,675
2027	206,713
2028	187,288
2029	139,792
Thereafter	<u>337,600</u>
Total future undiscounted lease payments	2,387,191
Less - present value discount	<u>(181,927)</u>
Present value of lease liability	<u>\$ 2,205,264</u>

The weighted-average discount rate associated with operating leases for the years ended September 30, 2024 and 2023, is 3.93% and 3.89%, respectively. The Institute's weighted-average lease term is 4.24 years and 4.81 years for the years ended September 30, 2024 and 2023, respectively.

During the years ended September 30, 2024 and 2023, cash paid for amounts included in the measurement of operating lease liabilities was \$835,115 and \$770,490, respectively, and there were \$275,570 and \$482,978, respectively, of ROU assets obtained in exchange for lease liabilities.

As of September 30, 2024, there were no material leases that have been executed but not yet commenced.

9. CONDITIONAL GOVERNMENT CONTRACTS AND GRANTS

During fiscal years 2024 and 2023, the Institute received grants and contributions (including government contracts) that contained donor-imposed conditions that represent a barrier that must be overcome, as well as a right of return of assets or release from obligations. The Institute recognizes these grants and contributions, including government contracts, when donor-imposed conditions are substantially met.

Conditional promises to give consist of the following at September 30:

	<u>2024</u>	<u>2023</u>
Subject to measurable performance barriers	\$ 1,061,997	\$ 188,240
Incurring qualifying expenses	<u>1,878,708</u>	<u>2,258,842</u>
Total conditional promises to give	<u>\$ 2,940,705</u>	<u>\$ 2,447,082</u>

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2024 and 2023

10. LIQUIDITY AND AVAILABILITY OF FINANCIAL ASSETS

The Institute's financial assets available within one year from the statements of financial position date for general operating expenses are as follows at September 30:

	<u>2024</u>	<u>2023</u>
Cash	\$ 1,268,297	\$ 632,175
Current portion of government contracts and contributions receivable	6,111,864	4,216,844
Accounts receivable	<u>162,220</u>	<u>79,289</u>
	7,542,381	4,928,308
Less - donor restricted cash and contributions receivable	<u>489,573</u>	<u>937,010</u>
Total financial assets and liquidity resources available within one year	<u>\$ 7,052,808</u>	<u>\$ 3,991,298</u>

The Institute is substantially supported by grants and contributions without donor restrictions and government contracts. As part of the Institute's liquidity management, the Institute has a policy to structure its financial assets to be available as its general expenditures, liabilities and other obligations come due. The Institute has \$11,192,351 and \$9,392,011 of readily available investments as of September 30, 2024 and 2023, respectively, should there be an unanticipated cash flow need. In the event of an unanticipated liquidity need, the Institute could also draw upon a \$1,500,000 available line of credit (see Note 6).

11. PROPERTY AND EQUIPMENT AND DEPRECIATION

Property and equipment consist of the following as of September 30:

	<u>2024</u>	<u>2023</u>
Leasehold improvements	\$ 2,801,365	\$ 2,751,142
Furniture and equipment	<u>526,202</u>	<u>539,795</u>
	3,327,567	3,290,937
Less - accumulated depreciation	<u>2,216,491</u>	<u>1,904,629</u>
Net property and equipment	<u>\$ 1,111,076</u>	<u>\$ 1,386,308</u>

Depreciation expense was \$319,517 and \$328,530 for the years ended September 30, 2024 and 2023, respectively.

INTERNATIONAL INSTITUTE OF NEW ENGLAND, INC.

Notes to Financial Statements
September 30, 2024 and 2023

12. GOVERNMENT CONTRACTS AND CONTRIBUTIONS RECEIVABLE

Government contracts and contributions receivable are expected to be collected as follows at September 30:

	<u>2024</u>	<u>2023</u>
Due in one year	\$ 6,111,864	\$ 4,216,844
Due in two years	1,513,333	412,000
Due in three years	1,020,000	236,000
Due in four years and thereafter	<u>2,000,000</u>	<u>30,000</u>
	10,645,197	4,894,844
Less - discount	352,987	42,206
Less - current portion	<u>6,111,864</u>	<u>4,216,844</u>
	<u>\$ 4,180,346</u>	<u>\$ 635,794</u>

The discount recorded on amounts to be collected in future years was calculated using a rate of 3.58% and 4.60% for the years ended September 30, 2024 and 2023, respectively.

13. RECLASSIFICATION

Certain amounts in the fiscal year 2023 financial statements have been reclassified to conform with the fiscal year 2024 presentation.

Board of Directors

- Natalya Belonozhko
- Sam Épée-Bounya
- Zoltan Csimma
- Scott FitzGerald
- Richard Golob
- Tuan Ha-Ngoc
- Belinda Juran
- Avak Kahvejian, PhD, Chair
- Libby May
- Theo Melas-Kyriazi
- Ann Merrifield
- Wade Rubinstein
- Carolina San Martin
- Jeff Thielman
- Fereshtah Thornberg

Natalya Belonozhko

Senior Vice President, Corporate Controller at Global Atlantic Financial Group

Natalya is a Senior Vice President, Corporate Controller, at Global Atlantic Financial Group and a certified public accountant. Natalya is originally from Russia, having come to Boston to attend college. She holds a Bachelor of Science degree in Finance from Northeastern University and a Master of Science in Accountancy from University of Notre Dame. Natalya has 20+ years of professional experience in Financial Services in the Boston area and a passion for helping immigrants having experienced this journey first hand. Natalya also serves on the Board of Directors of MIRA, an organization focused on promoting the rights of immigrants and refugees

NH Bureau of Adult Education

KEY PERSONNEL

List those primarily responsible for meeting the terms and conditions of the agreement.

Job descriptions not required for vacant positions.

Contractor Name: International Institute of New England

NAME	JOB TITLE	ANNUAL AMOUNT PAID FROM THIS CONTRACT
Anca Moraru	Chief Program Officer	\$0.00
Henry Harris	Managing Director	\$0.00
Kateryna Kelly	Senior Program and Contract Manager	\$0.00
Joseph Gilbert	Associate Director of ESL	\$65,266.26
Hannah Granok	Education Manager	\$56,810.04
Vacant	Intake, Assessment & Data Entry Specialist	\$60,615.44
Pamela Seremet	Lead ESOL Instructor	\$54,406.81
Caroline Edwards	ESOL Instructor	\$32,734.00
Jacinta Josephs	ESOL Instructor	\$29,557.09
Lynn Hayden	ESOL Instructor	\$0.00
Kathryn Baker	ESOL Instructor	\$52,788.76
John Whalen	ESOL Instructor	\$31,783.50

Kathryn Baker ◊Exeter, NH ◊

QUALIFICATIONS

- Experience teaching multicultural students
- Fluent with Google Workspace and Microsoft Office applications
- Excellent communication skills

EXPERIENCE

January 2024 to Present **International Institute of New England**, *Manchester, NH*

ESOL Instructor

- Group and individual instruction of general English at varying levels
- Basic record keeping and data entry
- Lesson planning and materials development

September 2022 - December 2023 **Exeter Adult Education** *Exeter, NH*

ESL and HiSET Prep Instructor, Distance Learning Coordinator

- Intake and assessment
- Record keeping
- Instruction of general English at the beginner level
- Instruction of reading, writing, math, social studies, and science skills necessary to pass the HiSET or GED test
- Align lessons with College and Career Readiness Standards (CCRS)
- Set up student accounts in Edmentum/PLATO
- Place students into appropriate online courses in Edmentum/PLATO
- Monitor student progress

May 2019 to August 2022 **New American Center** *Lynn, MA*

Program Coordinator and ESL Teacher

- General English instruction at varying levels for families of local public school students
- Lesson planning and curriculum development
- Assessment and records keeping
- New student intake and assessment

September 2018 to June 2021 **Pathways Adult Basic Education** *Lynn, MA*

ESOL Instructor

- Group instruction of general English at the intermediate level
- Basic record keeping and data entry
- Lesson planning and materials development

December 2017 to August 2018 **TALK English Schools** Boston, MA

ESL Instructor

Group and individual instruction of general English at varying levels

Basic record keeping and data entry

Lesson planning and materials development

June 2017 to December 2017 **LAL Language Centres** Boston, MA

Assistant Academic Manager

- Group instruction of general English at varying levels
- Hire and supervise teaching staff
- Report student attendance and progress
- Lesson Planning and materials development
- Basic record keeping and date entry

February 2017 to July 2017 **Northshore Community College** Lynn, MA

Adjunct ESL Instructor

- Group instruction of general English at the intermediate level
- Basic record keeping and data entry
- Lesson planning and materials development

January 2017 to June 2017 **Pathways Adult Basic Education** Lynn, MA

Substitute ESOL Instructor

- Cover sick or vacation days for regular instructors
- Group instruction of general English at varying levels

September 2016 to January 2017 **ELS Language Center** Boston, MA

ESL Teacher, TOEFL Test Center Administrator, IELTS Invigilator, IELTS Clerical Marker

- Materials development and lesson planning
- Group instruction of general English at varying levels
- Individual instruction of general English at varying levels
- Basic record keeping and data entry
- Computer lab set up
- Set up for and proctor IELTS and TOEFL exams

May 2016 to September 2016 **SC GEOS Languages Plus** Boston, MA

Academic Coordinator

- Hire and supervise teachers
- Administer placement tests
- Create teacher and student schedules
- Monitor and record student progress

March 2015 to January 2016 **ELS Language Center** Boston, MA

ESL Teacher

- Materials development and lesson planning
- Group instruction of general English at varying levels
- Individual instruction of general English at varying levels
- Basic record keeping and data entry

August 2014 to February 2015 **Boston Academy of English** Boston, MA

ESL Teacher

- Materials Development and lesson planning
- Group instruction of general English at varying levels
- Private lesson instruction

July 2014 **Boston Life** Boston, Massachusetts

ESL Teacher

- Provide language and cultural support for international students
- document every session

April 2014 to June 2014 **Maximus** Boston, Massachusetts

Customer Service Representative

- Answer eligibility calls from MassHealth members
- Document every call

March 2014 to April 2014 **Boston Ballet** Boston, Massachusetts

Call Center Representative

- Handle outbound calls to lapsed donors and subscribers
- Responsible for 100+ outbound calls a day
- Document every call

November 2012 to November 2013 **Kaplan International Colleges** Boston, Massachusetts

ESL Instructor

- Materials development and lesson planning
- Instruction of elementary level English 15 hours per week

August 2012 to December 2012 **Covenant Christian Academy** West Peabody, Massachusetts

Interim Grammar School Music Teacher

- General music instruction for Pre-K to Grade 6
- Materials development and lesson planning
- Direct Grammar School and Middle School chorales
- Private instruction in piano and voice

April 2012 to June 2012 **EC Boston** *Boston, Massachusetts*

ESL Instructor

- Materials development and lesson planning
- Instruction at the intermediate level for 15 hours per week

February 2012 **Boston Academy of English** *Boston Massachusetts, USA*

TEFL trainee

- 6 hours of observed teaching in speaking, grammar, listening, reading, and writing
- Assessment and diagnostics
- Materials development and lesson planning

September to December 2011 **Istituto Tecnico Luca Pacioli di Crema: SITE Program,**

Region of Lombardy, Italy

- 144 hours of observed teaching in a middle school
- Materials development and lesson planning

EDUCATION

December 2022 **University of Southern Maine**

Master of Science in Education/Teaching English to Speakers of Other Languages

May 2011 **Salem State University**

Salem Massachusetts USA

Bachelor of Arts/Music

Minor in Foreign Languages

CERTIFICATIONS

February 2012 **Boston Academy of English**

Boston Massachusetts USA

120 hours of CTEFL training including methodology, practicum, presentation, and conference in an ACCET accredited program

Caroline Edwards

Londonderry, New Hampshire

Education

- **LL.M. in Commercial Law**, University of Birmingham, England (U.K.)
 - **LL.D.**, University of Malta (E.U.)
 - **Diploma Notary Public** (equivalent to LL.B.), University of Malta (E.U.)
-

Professional Experience

International Institute of New England, Manchester

June 2021-current

- ESOL Instructor Jan. 2022-current
- Substitute ESOL instructor June 2021- Dec. 2022

Stay-at-Home Parent, Community Volunteer

2006-2021

Took on numerous leadership roles in the community while I was at home raising my young family. Experiences include, but not limited to:

- **Webmaster**, Londonderry High School, Friends of Music (2020-current)
Content editor; managed a revamp from GoDaddy WordPress site to complete overhaul to new website via Google Sites.
- **Website Chair**, Matthew Thornton Elementary School PTA, (2011-2019)
Content editor, managed a revamp from outdated GoDaddy Drupal site to eventual complete overhaul, creating a new website via Weebly.
- **School Newsletter Editor**, Matthew Thornton Elementary School PTA, (2010-2019)
- **Destination Imagination (D.I.) Team Co-Manager**: Londonderry Elementary Schools (2017-2019)
Conducted and evaluated instant challenge practice sessions, supervising practice session

Estates Manager, Lloyds Private Banking, Birmingham, U.K.

2003-2006

- Managed large caseload of estate management, handling diverse ranges of complex cases
- Held 2004 record for exceeding office fee income target; managed cases having a capital value in excess of 10 million GBP in one calendar year
- 2005 champion for speed of estate administration, maintaining a high degree of accuracy, dedication, and confidentiality. Lloyds Private Banking is the offshoot of Lloyds Bank plc, a top-three bank in the U.K., handling private wealth clients

Legal Executive & In-House Attorney, Corporate Services Limited, Malta

1996-2000

- Tax and legal consultancy
- Formation and registration of offshore companies and trusts
- Management and Administration 90 offshore companies and 16 Trusts

Self Employed Civil Law Notary, Malta

1996-2000

- Drafted and executed all types of public and private **contracts**, deeds, wills, and agreements between private, non-contentious parties
-

Early Career Part-Time Roles

1991-1996

- Legal/Secretarial Administrative Assistant, Dr. Henri Vassallo, Malta
 - Bank Clerk (Advances and Foreign Departments), Lombard Bank (Malta) Ltd., Malta
 - Teacher of English as a Foreign Language, European Center for English Language Studies, Malta
-

Critical Skills/Authorizations

- Foreign languages (fluent in English, Italian, and Maltese; working knowledge of French and Spanish)
 - Extensive range in Microsoft, Google suites, iOS word-processing/spreadsheets/presentations/Cloud/websites; experience with managing/creating websites (GoDaddy, Drupal, Weebly, WordPress, Google sites)
 - U.S. citizen; full NH Driver's License
-

Training & Certifications

- **StAR**, Department of Education (NH) - certified, 2022-2023
 - **Active Shooter Training**, IINE, Manchester, February 2023
 - **Antisocial Language Teaching**, IINE, Manchester, January 2023
 - **Burlington English**, Training - online, December 2022
 - **TABE**, Certificate of Training - online, 2022
 - **Canvas**, Getting Started with Canvas - online, 2022
 - **Coursera**, "Diversity and Inclusion in the Workplace" - online, 2021
 - **S.T.E.P.** (Society of Trust and Estate Practitioners) - certified, 2004
 - **Estate Administration Seminar**, Tunbridge Wells, England - participant, 2004
 - **Introduction to Estates**, Abington, England - participant, 2003
 - **Offshore Companies and Tax Havens**, Monte Carlo, Monaco - participant, 1999
-

Appointments

- **People Development Champion (2004)** at Lloyds Private Banking
- **Charity Champion (2003 & 2004)** for the local Estates office at Lloyds TSB Private Banking

Joseph Gilbert

Education

University of New Hampshire, Durham, NH
M.A., Languages and Linguistics, September 2019
M.F.A. in Writing (Fiction), May 2013.
B.A. English, philosophy minor, cum laude May 2006.

Experience

International Institute of New England (IINE)

- Education Manager, Manchester NH, Sept. 2022 - present.
 - Supervising team of English language instructors and program staff, monitoring student enrollments and progress, maintaining compliance with NH Department of Education Adult Education program regulations, coordinating with other IINE programs as needed.

University of New Hampshire (UNH), June 2012 - December 2021

- Adjunct Faculty in English, Spring - Fall 2021
- Lecturer in English, Fall 2018 - Spring 2020.
- ESL Institute Lecturer, Fall 2015 - Summer 2018
- Department of English Graduate Instructor, Fall 2013 - Spring 2015
- Connors Writing Center Core Staff, Spring 2015
- Connors Writing Center Graduate and ESL Writing Assistant, Fall 2013 - Spring 2015
- ESL Institute tutor, Summer 2012 - Summer 2013

St. Thomas Aquinas High School, Dover, NH

- Substitute teacher, Fall 2006 - Spring 2011

Select Professional Development, Service, and Presentations

- "Language Ownership and Identity in Personal Essay Writing." NNETESOL Annual Conference, Portland, ME, November 2019. Presentation.
- Executive Committee Member At Large, UNH Lecturers United, AAUP, 2019 - 2020
- Faculty teaching mentor for UNH English graduate TAs, Fall 2017 - Spring 2020
- UNH First-year writing pedagogical diversity initiative, Summer 2019
- Faculty Adviser, UNH HELP multilingual peer tutoring, Spring 2018 - Spring 2019
- UNH Faculty Instructional Technology Summer Institute, June 2018
- UNH ESL Institute Curriculum Committee, Fall 2016 - Spring 2018
- UNH Graduate Council, Graduate Council Masters' Committee, Fall 2012 - Spring 2014

Languages

French (conversational, intermediate reading), Spanish (elementary)

Educational and Administrative Platforms

Canvas (expert), BlackBoard (experienced), Banner (basic), Kaltura (experienced)

HENRY HARRIS, MSW

Dedicated professional serving youth, families and communities in need through program development and operations, clinical counseling and supervision, K-12 afterschool programming and community partnerships.

PROFESSIONAL EXPERIENCE

INTERNATIONAL INSTITUTE OF NEW ENGLAND, Manchester, NH

2021–Present

Managing Director

Provide site leadership and data-driven/outcome focused program management for one of the largest human services organizations for New Americans in the region, including case management, youth and family services, English for Speakers of Other Languages (ESOL), employment and skills training, and immigration legal services.

- Manage the planning, development, implementation, ongoing modifications and grant compliance of all programs, including policy setting, regular assessments, data collection and reporting
- Monitor and document program effectiveness and outcomes to reflect contractual obligations and ensure responsiveness to client needs in alignment with IINEs mission and goals
- Partner with the Chief Program Officer and Chief Institutional Advancement Office to achieve translation and interpreting revenue targets, as well as develop new programming in the areas of education, employment, skills training, community services, and citizenship that are financially sustainable
- Build and maintain relationships and partnerships with community-based and student-serving organizations
- Manage program and expense allocations across all contracts and grants, ensuring accuracy and accountability
 - Draft annual site budget in concert with the Finance Department, Chief Program Officer and Chief Institutional Advancement Officer
- Recruit, supervise and evaluate staff at the New Hampshire site, including program interns and volunteers
- Provide professional development opportunities that align with staff and program needs, contractual regulations, and emerging trends in the community
- Identify client and program stories that can be highlighted in marketing communications materials
- Maintain relationships with community leaders, funders, employer partners and stakeholders
- Collaborate regularly with IINE Development, Institutional Advancement and Marketing staff

SOUTHERN NEW HAMPSHIRE SERVICES, Manchester, NH

2013–2021

Client Services and Community Outreach Director

Leadership role managing agency programs and coordinating with government officials and local businesses in the areas of health, nutrition, housing, employment assistance and crisis response.

- Oversaw clinical supervision for Mary's House, a subsidized single-room apartment complex for homeless women in need of a safe and supportive living environment
- Managed the summer food program, including site selection, operations, marketing and meal delivery Foster community partnerships, including a \$25K donation from Hannaford Charitable Foundation
- Collaborated on submissions, compliance, reporting and evaluation for the Community Services Block Grant program Develop referral networks and support client participants in the YouthBuild vocational education and training program Present regular updates, feedback and recommendations to the executive leadership team and board of directors

- Created and implemented a crisis helpline referring clients to services during the COVID-19 pandemic, resulting in over 5K inquiries and distribution of over \$1M in rent, mortgage and utilities assistance to protect clients from eviction

ANNIE E. CASEY FOUNDATION, Concord, NH

2003-2013

Franklin Resource Center Program Director

Directed the Franklin Celebrates program, providing afterschool and summer programming opportunities for at-risk middle and high school students and their families in Franklin, NH.

- Managed outdoor recreational and academic offerings designed to engage students and foster independence while providing advocacy and support
- Recruited and motivated a staff of teachers, tutors and volunteers
- Led 21st Century Grant curriculum development and managed operations and funding goals
- Engaged difficult-to-reach students via adventure-based activities that also met state physical education requirements Consulted on the Positive Behavioral Interventions and Supports team
- Presented at conferences and collaborated with partner agencies, SAU officials and area healthcare professionals to improve program quality

Casey Family Services Family Support Specialist

Managed a caseload of foster children and families, including clinical assessment, documentation, counseling, in-home therapy, court advocacy, family strengthening programs, rehabilitation and resource referrals.

- Recruited foster families and provided and training and reunification support
- Piloted an aversion program with court-appointed foster children utilizing Trauma Focused Cognitive Behavioral Therapy and anger management techniques
- Counseled clients on Individual Service Options, Home-Based Therapy, Accelerated Unification Model, Play Therapy and 3-5-7 Therapeutic Techniques

THE COUNSELING CENTER OF NASHUA, Nashua, NH

2001 - 2003

Neuropsychological Technician

- Assessed clients of all ages via neuropsychological tests and observations for developmental and cognitive disorders
- Collaborated and shared clinical observations and diagnostic recommendations with reporting and feedback sessions

EDUCATION

Master of Social Work, University of New Hampshire, 2014

Clinical internship at the Payson Center for Cancer, Concord, NH

Bachelor of Arts, Psychology, Rivier College, 2002, Academic Honors

CERTIFICATIONS

NH DHHS Disaster Behavioral Health Response Team (2010-2020)

NAMI Suicide Prevention Trainer (2014)

Junior Achievement Volunteer Collaborator of the Year (2006)

COMMUNITY LEADERSHIP

Chair of the Board of Directors, The Well School – an independent pre-K through 8th grade day school in Peterborough, NH (2018-Present)

Lynn Hayden

Objective

To contribute in a significant way to an organization whose mission is to provide education, assistance, and support to underprivileged, marginalized, or victimized members of society.

Profile

Teacher, facilitator, learner, and eternal optimist.

Educational Qualifications

Master of Education (ESOL) Southern NH University, Manchester, NH 2013

Bachelor of Arts (Psychology) Tufts University, Medford, MA 1981

C. E. Credits: 20 credits toward Masters in Education/Counseling including Counseling Theory, Techniques of Counseling, Advanced Psychology of Human Development, Career and Lifestyle Development

Experience

ABE/ESOL/HiSET Teacher MY TURN - Manchester, NH 2019-present

- Teach satellite class to serve adult education students in Manchester, NH, providing them with successful pathways and transitions to post secondary education, apprenticeship training, and the workforce
- Register new students and administer TABE test to assess student level
- Develop and present curriculum material for ABE/ESOL/HiSET students
- Administer official HiSET practice tests to determine student state of preparedness

Program Assistant Dismas Home - Manchester, NH 2020-2021

- Created and presented 2-hour training module to prepare program volunteers
- Provide support and promote recovery and successful community transition for women coming out of incarceration

ABE/ESOL/HiSET Teacher HCDOC - Manchester, NH 2008-2019

- Worked to reduce recidivism through education
- Developed and presented curriculum material for ABE/ESOL/HiSET students
- Collaborated with school departments to serve the educational needs of incarcerated students
- Assessed student progress using TABE and BEST and generated reports for NH Department of Education

Hannah Jean | [REDACTED]

[REDACTED] [REDACTED] [REDACTED]

Education

University of New Hampshire, Durham, NH, 2023 - Present,
Master of Social Work

Bachelor of Arts in Psychology, *Magna cum laude*
Minor in Spanish, Anthropology, and History

Jean, H. (2020). Higher Education and the Workforce in NH. *Spectrum*, 9(1).
<https://scholars.unh.edu/spectrum/vol9/iss1/3>

Professional Experience

International Institute of New England

Education Manager (January 2024 - Present)

- ❖ Supervise IINE's LNA and ESOL 4 Healthcare programs and ensure that the programs are meeting performance targets.
- ❖ Mentor healthcare program instructors on curriculum development, supporting diverse student needs, and working with our community partners.
- ❖ Work with healthcare program instructors to ensure that the curriculum utilizes the most effective teaching methods and incorporates College and Career Readiness Standards.
- ❖ Supervises the intake and assessment specialist.
- ❖ Ensure that all prospective students get contacted and complete intakes promptly.
- ❖ Ensure all physical student records are kept up to date.
- ❖ Ensure all Education Team data is entered promptly and accurately.
- ❖ Use education program data to find ways to further improve ESOL classes and over all program admin.
- ❖ Run WIOA Adult meet and greets for IINE clients and English language learners in the community.
- ❖ Explore ways to engage new segments of the English language learner community, such as newly graduated high schoolers and those in college ESOL courses, in the WIOA Adult program.
- ❖ Facilitate meetings between IINE and WIOA Adult to discuss how to better serve the English Language Learner community.
- ❖ Develop curriculum for new ESOL classes and programming.
- ❖ Network with community/employer partners and explore potential partnerships.
- ❖ Attend community meetings such as Granite PARTNERS meeting and ESOL Providers Group meeting to advocate for the needs of IINE's students and explore ways to solve problems facing the ELL population.

Hannah Jean | [REDACTED]

[REDACTED] [REDACTED] [REDACTED]

Career Navigator (July 2022 - December 2023)

- ❖ Planned, recruited for, and taught IINE's LNA for Success Program.
- ❖ Continually revised the LNA program curriculum to include new teaching techniques and improve alignment with IET guidelines.
- ❖ Provided follow up services to students including career and education counseling and completing quarterly follow up with students for 1 year after exit.
- ❖ Maintained long term LNA program data, completed program data entry, and used program data to advocate for program improvements.
- ❖ Worked with community partners, such as Manchester Community College and WIOA Adult, to make their programs more accessible to ESL Students.
- ❖ Made connections with new community partners and employers to increase opportunities for LNA students.
- ❖ Worked with Elliot Hospital to start the ESOL 4 Healthcare program, an onsite ESOL class for Elliot Hospital employees.
- ❖ Wrote a healthcare focused beginner level curriculum to prepare students for Elliot Hospital apprenticeship programs.
- ❖ Wrote weekly program updates and completed testing and data entry for the ESOL 4 Healthcare program.
- ❖ Expanded ESOL 4 Healthcare program to Catholic Medical Center.
- ❖ Worked with other Career Navigators to refer eligible students to WIOA Adult for further career training.
- ❖ Wrote curriculum for a mini job readiness course for students entering WIOA Adult.
- ❖ Mentored colleagues on Apricot and LACES Data Entry, Canvas, and teaching skills training courses.
- ❖ Shared best practices and success stories with other adult education centers and community partners.
- ❖ Worked with Manchester Adult High School on a proposal to award LNA for Success students high school credit for completing the LNA Program.

Skills Training Specialist (August 2021-July 2022)

- ❖ Recruited, registered, and retained cohorts of 8 LNA students.
- ❖ Completed intakes, post tests, and data entry for the LNA program.
- ❖ Developed a curriculum based on the LNA textbook to teach students the English grammar, vocabulary, and study skills necessary for college.
- ❖ Created and maintained a Canvas or Google Classroom course, including assignments, quizzes, and study materials for each LNA cohort.
- ❖ Increased student digital literacy by teaching website credibility, Google Workspace, and Zoom skills.
- ❖ Offered graduated students continued support including career/education counseling, referral to other services, job search assistance, and state LNA test preparation.

Hannah Jean | [REDACTED]

- ❖ Led LNA for Success Program debrief meetings, including analyzing program data and identifying areas for improvement.
- ❖ Networked with community partners to raise awareness of the LNA for Success program.

Education Services Intern (June 2021-August 2021)

- ❖ Completed intakes from start to finish, including data entry.
- ❖ Tutored intermediate class students in vocabulary, homework, and computer skills.
- ❖ Assisted students in signing out chrome books.
- ❖ Completed case notes for standardized testing, tutoring, and COVID-19 information.
- ❖ Substituted for 2 intermediate English as a second language class sessions.

The Center for New Americans

MSW Intern (January 2024 - September 2024)

- ❖ Develop, implement, and evaluate a bridge program to assist English Language Learners who want to pursue college, a career path, or the HiSET with acquiring the prerequisite English skills.
- ❖ Assist with the Amiko Youth Program.

Professional Development

- ❖ General Department of Education Trainings:
 - Data Entry Group Meetings (July 2022 - Present)
 - Intake and Assessment Group Meetings (July 2022 - Present)
 - Counselor Group Meetings (July 2022 - Present)
 - DOE Data Institute 2022 - Advanced
 - DOE Data Institute 2022 - Data Analysis
 - DOE Data Institute 2023 - Advanced
 - DOE Data Institute 2023 - Quarterly Report Training
 - DOE Data Institute 2023 - LACES & Follow Up Training
 - DOE Data Institute 2023 - Online Registration Portal Training
 - IET Design Camp
 - IET Advanced Design Camp
 - State IET Coaching (September 2024 - Present)
 - TABE Certification
 - TABE Online Training
 - DOE Narrative Report Discussion 2024
 - Learning Circles Kick Off Meeting
- ❖ Standards in Action Trainings:
 - College and Career Readiness Standards (Self Paced Canvas Course)
 - English Language Arts Curriculum Review Cohort 2

- EL Institute
- ❖ Canvas Trainings:
 - Getting Started with Canvas (Self Paced Canvas Course)
 - iLearn NH Canvas Ambassadors Program
 - Outcomes and Rubrics for Teachers
 - Group Work and Collaboration
 - Getting Started with Canvas Badges
 - Data for Teachers
 - Creating Assessments with New Quizzes
 - Kultura, Canvas, and You
 - iLearn NH Universal Design for Learning Training
- ❖ Burlington English Trainings:
 - Administrative Training with Burlington English
 - Student Lessons in Burlington English
 - Teaching with Burlington Core and Burlington Grammar
 - Teaching with Burlington English Career Courses
- ❖ Miscellaneous Trainings:
 - RITx Leadership Essentials Professional Certificate
 - USCRI Reception and Placement Training
 - NNETESOL Conference 2022
 - UNH Professional Development and Training Group Introduction to Leadership Course
 - Leadership Essentials
 - Communication Skills for Leaders
 - Constructive/Courageous Conversations Skills
 - You Can't Pour from an Empty Cup: Tools for Building Resilience, Keeping Your Energy Reserves High, and Maintaining Equanimity
 - Red Cross Adult & Pediatric First Aid/CPR/AED, Opioid Overdose and Naloxone-Nasal Atomizer Administration
 - Red Cross Blood Borne Pathogens
 - Red Cross Head, Neck, Muscles, Bone, and Joint Injuries and Splinting
 - ADP Fire Marshal Certificate
 - ADP Office Safety Certificate

Presentations and Panels

- ❖ Manchester Community College ESOL Professional Development Series (October 2023)
 - Supporting ESOL Students at MCC
- ❖ NH Adult Education 2023 Spring Conference (April 2023)
 - Bringing Together Community Partners to Support an IET Program
 - So the Curriculum Says It's Aligned with CCRS, Is It Really? Panel

Hannah Jean | [REDACTED]

- ❖ Apprenticeship in Your Community: Manchester Community College (November 2022)
 - Diversity, Equity, and Inclusion Panel

Skills

Microsoft Office, Apricot, LACES, Canvas, Coding (C++, Python, HTML), Organization, and Research.

Volunteer Work

Tutoring (2015-2022)

Volunteer tutor at Portsmouth High School and tutored for friends and family:
High School: Math (Algebra 1, Algebra 2, and Pre-calculus) and Physics
College: Various Math courses, English Composition, and Social Sciences

JACINTA JOSEPHS



WORK EXPERIENCE

ESOL Instructor

2023 — Present

International Institute of New England - Manchester NH

- I teach on-site and remote ESOL classes to Beginner and Intermediate level students.
- I log student attendance and input student information to Apricot.
- I plan classes, design exercises, and organize educational presentations and events.
- I participate in team meetings and discuss curriculum, teaching strategies, and more.
- I regularly better myself as a teacher with Professional Development courses.

On-Site ESOL Teacher

2023

Second Start - Concord NH

- I aided in implementing a new on-site WIOA funded ESOL class for foreign language employees at Watt's Water Works in Franklin, NH.
- I taught Basic Level English 2x/week to the on-site ESL class (10-13 adult students).
- I designed the class curriculum, using the *Burlington English* curriculum as a base and incorporating relevant work, financial, and social vocabulary.
- I logged and submitted student attendance for WIOA.

ESOL Teacher

2021 — 2023

Nashua Adult Learning Center - Nashua NH

- I taught Basic Level English, 2-4 evening classes per week. My class sizes averaged between 10 and 25 students. The students were all Basic or Literacy level adult immigrants.
- I planned classes, using a mixture of the *Stand Out* curriculum, the *Burlington English* platform, and other independent sources.
- I input and tracked student attendance on LACES.
- I attended staff meetings and participated in professional development training.

EDUCATION

Boston College

BA in English, Minor in Hispanic Studies
Dean's List First Honors

Universidad de San Francisco de Quito

Quito, Ecuador
Exchange Student

SKILLS & CERTIFICATIONS

Computers:

Apple & Microsoft Operating Systems
Microsoft & Google Suites
Adobe

Languages:

English: *Native*
Spanish: *Proficient*

Kateryna Kelly

EDUCATION

Zaporizhzhya National University, Zaporizhzhya, Ukraine - *B.A. History*
SEPTEMBER 2014 - JUNE 2017

TECHNICAL SKILLS

- Fluent in Russian, Ukrainian, and English
- Proficient in Word, Excel, and PowerPoint, QBO
- Computer Assisted Translation software

PROFESSIONAL EXPERIENCE

International Institute of New England, Manchester, NH – Senior Programs and Contract Manager

JANUARY 2024 – PRESENT

- Manage the day-to-day operations of IINE's strength-based programming for individuals, families, and youth including refugees, asylees, Cuban/Haitian entrants, and other immigrants.
- Support staff in addressing client needs, problem-solving client questions and managing client grievances; provide direct crisis intervention as needed.
- Work closely with the Program Managers in case assignment and ensure core services are provided in a timely manner
- Participate and provide support through weekly Client Focus Meeting
- Meet with staff and help priorities tasks
- Responsible for timely completion of all relevant program contract reports including quantitative and narrative reports:
 - manage submission of monthly, quarterly, semi-annual, and annual contract reports
 - review and revise Managers' reports and/or draft narratives with input from program staff, as required.
- Contribute to the development of funding requests (new proposals and renewals) in coordination with the Managing Director and grants team
- Conduct internal audits of case files and data collection for case management, employment, education, and skills training services to ensure contract and service compliance.
- Ensure case files are complete, and corrections are made by the staff after initial review
- Maintain a positive "data culture" within the IINE – Manchester office:
 - work closely with the Monitoring and Evaluation team to support program data management activities and IINE data collection efforts.
 - trouble-shoot and address data collection challenges.
 - conduct data reviews and carry-out direct data entry as necessary.
- Supervise all client-related expenditures, in coordination with the Community Services Manager and Office Manager, including management of monthly financial reports to IINE's Central office, and back-up the Managing Director in management of site checks, credit card, and debit card.

- Work closely with the Managing Director to maintain community relationships with health centers, public benefits offices, and community and external supports; attend and represent IINE at key program partner meetings and facilitate stakeholder meetings, as assigned.
- Assume some managing responsibilities as needed as we expand services.
- Support Managers to set goals and evaluate their direct reports against said goals.
- Ensure weekly supervision and support is provided to interns and volunteers working in relevant program areas
- Work with Managing Director on staff recruitment, disciplinary measures, and staff dismissal as necessary.
- Work with Managing Director and Office Manager to develop and maintain appropriate systems and policies for on-call staff (Interpreters and Drivers).

International Institute of New England, Manchester, NH – Community Services Manager

APRIL 2023 – JANUARY 2024

- Recruit, manage and oversee the activities of all community services staff and interns.
- Supervise specialized services, strength-based case management services for IINE clients including refugees, asylees, special immigrant visa holder, humanitarian parolees, victims of trafficking and Haitian/Cuban entrants.
- Manage comprehensive intake system for clients accessing community services.
- Assign case management cases and provide weekly supervision to case specialists.
- Ensure a high standard of services and outcomes that meet or exceed US Government regulations.
- Ensure cases have individual case plans with particular attention to culture, language and special circumstances and coordinate services to accomplish goals of individual and family self-sufficiency.
- Supervise all client related program expenditures and requests.
- Responsible for all program-related data entry, including that of supervisees.
- Support teaching and management of cultural orientation classes for IINE clients.
- Lead performance tracker review during weekly Community Service Team meetings. Provide structured supervision and support to staff through weekly Client Focused Meetings/Dispo and weekly one-on-one meetings with direct reports.
- Manage AOR, CAM AOR and Lautenberg assessments and application process. Provide referrals to other family reunification pathways.
- Coordinate referrals for clients with mental health needs, to services which provide basic coping skills and foster positive relationships and communal support. Provide crisis intervention as needed.
- Support the development of a comprehensive resource manual and SOPs for services commonly used.
- Build community relationships with health centers, public benefits offices and community and external support.
- Conduct quality assurance reviews to ensure that case files are up to date and complete with case notes and all required documentation.
- Complete all Community Services contract reports as required and support IINE data collection efforts.

International Institute of New England, Manchester, NH – Office Manager

JANUARY 2022- APRIL 2023

- Manage opening and closing of the Manchester office
- Answer and route phone calls; take accurate messages, and screen calls as appropriate
- Provide accurate responses to a wide variety of inquiries, both in person and via phone
- Ensure that the reception area, conference rooms, and common areas are clean and organized

- Review and distribute incoming mail, packages, and faxes; handle all outgoing mail and packages
- Maintain and update inventories related to the facility, IINE equipment, and offsite document storage
- Assess office supply levels and communicate needs to the Managing Director
- Assist with meetings and events; process party and lunch catering orders as requested
- Maintain and update phone systems; communicate changes in phone numbers
- Training new staff in office procedures, and preparing technology and space for new staff
- Support the Managing Director in the completion and processing of regular administrative forms and processes as directed
- Provide support as needed to the Operations Manager to ensure the smooth operations of site projects
- Support Manchester-specific staff-facing events and assist the human resources team with events involving all three IINE offices
- Provide updates on site's activities for use on social media, the website, and the quarterly newsletter, including taking pictures (when appropriate) of events that take place at the site or in the local community
- Track donations distribution for reporting purposes
- Process client related transactions through QuickBooks
- Ensure all transactions recorded accurate at the end of the month
- Assist Senior Program and Contract Manager and Managing Director with tracking clients' funds disbursement
- Assist Managing Director with staff reimbursements process

Duprey Hospitality, Concord, NH – Operations Manager

NOVEMBER 2019 – JANUARY 2022

- Knowledge of various property management systems
- Revenue reporting and budget planning
- Supply ordering
- Handling all payment types (e.g. charges, cash, debit or credit cards)
- Run daily reports and check for accuracy
- Follow all cash handling/banking procedures as per standard operating procedures
- Daily task assignment to all team members
- Staff scheduling
- Conducting interviews
- Processing onboarding paperwork
- Create training schedule for new staff
- Conducting room inspections
- Create standard operation procedures and training guides

Pinpoint – International Institute of New England, Manchester, NH - Interpreter

JULY 2020 – MAY 2021

- Facilitate communication for clients with limited English proficiency
- Provide interpreting / translating services for employees and other individuals for meetings, interviews, telephone calls, etc. including one-to-one and group settings
- Review translated material for accuracy of meaning, grammar and syntax
- Prepare written translations of instructional and educational materials, correspondence, and forms when appropriate for use by the staff, clients, and other individuals
- Relay the style and tone of the original language and render spoken messages accurately, quickly, and clearly

SpringHill Suites by Marriott Hampton, Portsmouth, NH - Front Desk Manager

JANUARY 2019 – NOVEMBER 2019

- Processing all guest cancellations, refunds, compensations, and reviewing guest complaints
- Training new employees
- Updating front desk standard operating procedures
- Perform room inspections
- Experience as night auditor
- Make and confirm reservations
- Answer all phone calls from guestrooms, outside lines, and internal call
- Assign rooms per guest request and preference
- Provide all guests with overview of hotel and amenities
- Process all check-outs
- Complete assigned cashier and closing reports
- Balance and drop receipts according to prescribed accounting procedures

Anca Gabriela Moraru

WORK EXPERIENCE

Chief Program Officer, International Institute of New England, MA

2/7/2022- Present

- Works in partnership with the Executive Team to provide strategic, mission-driven direction to IINE's programs and services, ensuring that they are financially sustainable.
- Provides leadership for multi-site program teams and programs.
- Develops and maintains an organization-wide strategy for program excellence.
- Responsible for developing, executing, and monitoring annual program contracts and budgets.
- As part of M&E, maintains program Quality Assurance via continuous program assessment the implementation of and strategies for improved program impact.
- Develops, implements, and leads IINE's monitoring and evaluation team in order to continue to produce high-quality client and program data to inform organizational and programmatic decision-making and leverage for external reporting
- With the Senior Vice President and Director of Workforce Initiatives, identifies opportunities and supports program expansion efforts at the site level, working with community partners to grow existing programming and develop new programming.

Boston Managing Director, International Institute of New England, MA

9/23/2019 – 2/7/2022

- Responsible for the implementation of Boston all programs, including support of grant and contract development, reporting, and policy setting for program activities.
- Asses and evaluate Boston program effectiveness and outcome to ensure responsiveness to client needs. Work with program staff to implement program modifications to reflect contractual regulations, client needs, and the IINE mission and goals.
- Serve on IINE Program Strategic Planning team and help develop, implement and maintain short and long-term site plans and objectives within scope of Institute-wide policies and goals.
- Monitor required documentation, data collection, and reporting for all Boston contracts/programs and ensure that programs comply with IINE goals and contractual guidelines.
- Manage program expenses across all Boston contract and grants, including decisions on site expense allocation and spending of program funds within annual site budget
- Oversee all financial and programmatic aspects of Resettlement and Matching Grant Programs to ensure compliance and fiscal responsibility (money management, financial projections).

Quality Assurance and Program Compliance Director, International Institute of New England, MA

12/10/2018-9/22/2019

- Assure quality services delivery by developing and maintaining IINE's program quality process, including creating policies and procedures that improve the quality of client services and client records.
- Provide each IINE site director-level operational and technical during leadership and management transitions and on an as-needed. Support includes reviewing best practices, work flow and making recommendations for outcome improvements and greater operational efficiencies.
- Oversee the contract and fiscal compliance of IINE's refugee, case management and matching grant contracts.
- Analyze client expense activity of pre-arrival and placement services versus revenue recognized and determine material differences as a result of overspending
- Continue responsibilities detailed under the Refugee Programmatic and Finance Director

**Refugee Programmatic and Finance Director, International Institute of New England, Boston, MA
7/25/2015-12/10/2018**

- Supervised the Resettlement, Case Management and Matching Grant Programs for all three sites.
- Oversee all financial and programmatic aspects of Resettlement and Matching Grant Programs to ensure compliance and fiscal responsibility (money management, financial projections).
- Tracked all assured not arrived, arrivals and enrollments to ensure compliance and submit weekly reporting to CPO. (where we are and where are we supposed to be)
- Analyzed client expense activity versus revenue recognized and determine material differences as a result of overspending.
- Prepared disbursement requests for client expenses and determine available funds and remaining deferred funds for USCRI reporting.
- Reconciled total general ledger client activity to both client expense Excel and the USCRI databases, and investigate and resolve variances.
- Prepared monthly Reception and Placement and Matching Grant financial and budget analysis for the CFO and leadership team and strategize with the CFO to determine course of action to address any unfavorable variances.
- Identified cost benefits and cost effectiveness of programs from a qualitative and quantitative perspective, valuing outcomes in dollars and making fair comparisons between costs and benefits.
- Prepared and submit financial reports for Resettlement and MG programs to USCRI.
- Case file and case notes reviews for monitoring preparation to ensure contract and service compliance.

**Director of Resettlement and Matching Grant Programs, International Institute of New England,
Boston, MA
1/1/2014-7/25/2015**

- Supervised the Resettlement and Matching Grant Programs for all three sites.
- Coordinated and managed all the Reception and Placement, Matching Grant and Refugee Case Management contract requirements and staff by conducting internal and external audits for contract and service compliance.
- Prepared disbursement requests for client expenses related to pre-arrival and placement services and determine available funds and remaining deferred funds for USCRI reporting.
- Approved and tracked all the Resettlement and Matching Grant expenses for all the clients across the sites.
- Supervised and managed systems for monitoring and evaluation of programs and overall quality assurance of client services.

- Closely monitored monthly financial performance, tracking actual versus budgeted results for Reception and Placement and Matching Grant Program.
- Prepare and submit financial reports for Resettlement and MG programs to USCRI.
- Implement and manage system of centralized records for all sites.
- Provide staff and intern trainings on programs and best practices.
- Conduct regular review of client records for accuracy and completeness as well as to ascertain overall quality of services to clients.

Resettlement and Quality Improvement Director, International Institute of New England, Boston, MA - 1/1/2013-12/31/2013

- Managed and supervised the Resettlement Program and Matching Grant for all three sites.
- Coordinated and supervised day-to-day caseload and case tasks of all case managers, interns and volunteers.
- Recruited and managed interns and volunteers.
- Maintained existing contacts and established new contacts with community resources, landlords and other service providers.
- Prepare and submit financial reports for Resettlement and MG programs to USCRI.
- Collaborate with Program Directors and Data Systems Manager to produce qualitative and quantitative data for reporting.
- Provide staff and intern trainings on programs and best practices.
- Conduct regular review of client records for accuracy and completeness as well as to ascertain overall quality of services to clients.

Continuous Quality Improvement Director, International Institute of Boston, Boston, MA 7/2010-1/1/2013

- Supervised the Resettlement Program and Matching Grant for all three sites.
- Configure and build data forms and fields, report forms for the organization and perform detailed analysis to identify trends and patterns from information collected from outcome data.
- Prepare and run the assurance and client disposition meetings.
- Support proposal and contract submission through qualitative and quantitative data.
- Develop and maintain program policies, procedure and protocols.
- Provide staff and intern trainings on programs and best practices
- Conduct regular review of client records for accuracy and completeness as well as to ascertain overall quality of services to clients.

Resettlement Manager, International Institute of Boston, Boston, MA — 01/2010-07/2010

- Coordinated provision of services to clients.
- Coordinated and supervised day-to-day caseload and case tasks of all case managers, interns and volunteers while maintaining my own caseload.
- Supervised and managed case management tasks of Community Service.
- Provide staff and intern trainings on programs and best practices.

Case Management Coordinator, International Institute of Boston, Boston, MA — 07/2009-01/2010

- Conducted pre-arrival orientation with anchor relatives.
- Maintained caseload of clients in all stages of resettlement/program-based services.
- Coordinated and supervised day-to-day caseload and case tasks of all case managers, interns and volunteers.

- Provide staff and intern trainings on programs and best practices.

Case Manager, International Institute of Boston, Boston, MA — 7/2008-07/2009

- Worked directly with clients and helped them integrate in the U.S.
- Completed paperwork in order to execute the proper assistance for clients.

Program Assistant, University of Rhode Island - The ADVANCE Project, Kingston, RI

— 09/2007-06/2008

- Maintained the official Advance website.
- Created the ADVANCE brochures and website based tutorial.

EDUCATION

University of Rhode Island, Kingston, RI — M.A-Master of Arts, Communication Studies

— 01/2006-05/2008

- Concentration in Interpersonal and Intercultural Communication.

Romanian-Canadian University, BV, Romania —B.J.-Bachelor of Journalism and Communication

Pamela M. Seremet

I am a passionate veteran educator aspiring to help all my students and peers succeed using a variety of methods and platforms. I enjoy researching best practices, creating a rigorous curriculum with differentiating abilities, collaborating, and passing on my knowledge and experience to others.

Lead ESOL Instructor

International Institute of New England, Manchester, NH

Mar 2024-Present

I have weekly check-ins with teachers to discuss their classes, the curriculum, try to answer questions, and offer suggestions to their challenges, if possible that are related to their teaching responsibilities. I evaluate their yearly goals.

ESOL Curriculum Writer

International Institute of New England, Manchester, NH

Oct 2020-Present

I create a continuous Scope and Sequence from Literacy through Intermediate/Advanced for ESOL Adults that incorporates Phonics, Reading, Grammar, Writing, Listening and Speaking, as well as life skills, employment skills, and career advancement skills.

I meet with teachers to review the various pieces and we collaborate on plans that will suit the needs of their students at various levels.

Adult ESOL teacher

International Institute of New England, Manchester, NH

Oct 2020- Present

I teach ESL for two levels of ESL for adult refugees and immigrants

Dual Enrollment Faculty Liaison

Southern New Hampshire University, Manchester, NH

Sep 2019 - Present

I conduct site visits or virtual interviews of high school faculty teaching the dual enrollment courses in conjunction with SNHU. I analyze and evaluate pedagogy, content, course delivery, and assessment methods to ensure quality and comparability with other SNHU courses. I then submit a completed report to the Director of the Dual Enrollment program.

Adjunct Faculty

Southern New Hampshire University, Manchester, NH

Jul 2019 - Present

Have created lessons and have taught International students both on campus and remotely, in SNHU's Intensive English program and also in their Bridge program.

Educator

Southern New Hampshire Services, Manchester, NH

Sep 2018 - Present

I teach ESL for adults in the English for New Americans program with Southern New Hampshire Services.

Elementary Administrator

Nashua Christian Academy, Nashua, NH

Aug 2017 - Jul 2018

Conferred with parents and staff to discuss educational activities, policies, and student behavioral or learning difficulties. Attended administrators and school committee meetings and report on activities and state of the

elementary level. Ran weekly teachers' meetings. Reviewed weekly teachers' newsletters, lesson plans and quarterly report cards.

Second Grade Teacher
Nashua Christian Academy

Aug 2003 - Jun 2018

Crafted lesson plans for 7 subjects according to state standards, evaluated each student on a quarterly basis, met with parents as needed, planned field trips and all class activities.

Teacher
Nashua Christian Academy - High School English Composition

Aug 2016 - Jun 2017

Created Scope & Sequence, weekly lesson plans and assessments for international and low-level high school students. Taught through discussions, integrated technology, and group work with a variety of methods to meet the students' needs. Analyzed and evaluated students' work to determine progress and offered suggestions for improvement.

Skills & Specialization

educator, mentor, remote learning, ESL, TESOL, curriculum design, curriculum development, adult learning, K-12 experience, webinars, Workshops, Life learner, differentiation, creative, very organized, detail orientated, Collaboration, team leadership

Education

Southern New Hampshire University
Masters of Education with an ESOL concentration

Jan 2016

Wheaton College
Bachelor of Arts in Education

May 1981

Licenses & Certifications

TESOL certificate
International Open Academy

Mar 2020 – Present

120 hour TESOL Certificate Course

Educator Certification K-8th grade, Elementary Ed.
State of New Hampshire

2003 – 2024

Certified Trainer of ESL for Adults
North American Mission Board

2018 - Present

Certified Teacher of ESL for Adults
North American Mission Board

2017 - Present

American Red Cross Certification
Head, Neck, Muscle, Bone and Joint Injuries and Splinting
2 year Certification

5/28/24

American Red Cross Certification
Bloodborne Pathogens Training
1 year certification

5/28/24

John M. Whalen

English Teacher and Educational Projects Manager

Professional Summary

I view language learning as exploratory, socially-situated, and heterogeneous across learners and contexts. I began teaching in 2012 at nonprofits that used English to help immigrants and displaced persons to thrive in Colorado; I have since specialized in university-level Academic English + ESP instruction, but I retain a focus on the relationship between language learning and community development in the USA and abroad.

In addition to teaching, I train both pre-service and in-service ESOL teachers and lead or support educational projects for universities, an international nonprofit, and a federally-funded US online program.

Recent Work Experience

→ International Institute of New England

Part-Time ESOL Teacher, Manchester, New Hampshire Jan, 2025 – present

- Develop and lead courses in 4-skills communicative English for refugees and immigrants.

→ Southern New Hampshire University

Adjunct Professor, Manchester, New Hampshire 2022 – present

- Develop own course outlines, instructional materials, assessments, and rubrics.
- Design and lead average of four in-person courses per term for three SNHU programs:
 - MA TESOL Program (TESOL Methods; Technologies for Language Teaching)
 - Intensive English Program (Literacy; Fluency; Grammar; ESP Business; CBI Psych.)
 - Communications Department (Intercultural Communication; World Cultures in Media)

Dual Enrollment Mentor

- Observe foreign language teachers at SNHU's partner high schools and give formal pedagogical advice on lesson structure, activities design, and classroom management.

→ English Language Programs, sponsored by the US Department of State

English Language Specialist, sporadic at (remote) 2023 – present

- Developed curriculum, handbook, lesson plans, and supportive materials for 12-week (60-hr) *Business English for IT* course at governmental "Creativa" IT training centers throughout Egypt.
- Trained 9 Egyptian teachers/trainers to teach the course and train their colleagues on the same.
- Wrote comprehensive Needs Analysis and Impact reports for internal use.

Virtual Education Consultant, part-time at (remote) 2022 – present

- Support online educators and online teaching program (predominantly in vetting and hiring).
- Personally wrote the interview questions, essay questions, lesson plan samples, and marking rubrics now used by Virtual Educator (VE) program to evaluate applicants for the 2024-25 cycle.
- Review applications and interview candidates for VE program (over 100 interviews annually).
- Write VE project descriptions based on proposals from US Embassies around the world.

English Language Fellow at Saint Augustine University, Mwanza, Tanzania 2016 – 2018

- Wrote courses, taught groups up to 300 in ESP Engineering, ESP Tourism, and TESOL Methods.
- Also selected course books and developed course outlines for: English for Mass Communication and Journalism; English for IT and CS; English for PR and Marketing; and English for Business.
- Proposed + led training for 5-day curriculum development workshop on \$28,000 federal grant.
- Conducted/supported 20-30 workshops/trainings/conferences on campus and across East Africa.

- **The Kesho Fund for Tanzania, 501(c)(3)** 2017 – present
USA Director, volunteer at (remote)
- Vet, approve, and document educational development projects in Tanzania for international NGO.
 - Lead fundraising of ~\$20,000 annual budget and allocate funds monthly among projects.
 - Projects arranged in 3 programs: school infrastructure, school supplies, and gender equity.
 - Lead monthly board meeting and other correspondence for 4 volunteers in USA and 7 in Tanzania.
 - Oversee donor relations, including writing monthly newsletter.
 - Estimated 30,000 students in Tanzania directly impacted since organization's founding in 2017.
- **Surrey International Institute at Dongbei University of Finance and Economics** 2021 – 2022
Module Convener, Dalian, China
- Managed team of 6 Lecturers in modules Academic Speaking 1 and Academic Speaking 2.
 - Led module course design, assessment design, and grade norming for over 300 enrolled students.
 - Continued regular Lecturer duties, as below.
- Lecturer in Academic English**, Dalian, China (2020 remote due to covid) 2019 – 2022
- Taught sections of Academic Reading, Academic Writing, and Academic Speaking. Students met in groups of 25 for 4 hours weekly to pursue dual degrees in English and International Business.
 - Each semester, participated in ~6 faculty workshops on topics such as autonomy and feedback as well as ~6 assessment standardization trainings to ensure fair and consistent marking and feedback.
 - Designed and led faculty workshops such as Jigsaw Lessons and Communicative PPT Design.
 - Proactively developed and shared course content for synchronous / asynchronous online learning.
- **Kanagawa University**, contracted through Westgate Corporation 2018 – 2019
English Instructor, Yokohama, Japan
- Taught 12 student groups (in groups of 30) weekly courses in Speaking I/II and Writing I/II.
 - Selected and created/adapted own materials for same courses, based on university curriculum.
 - Participated in regular trainings, curricular review sessions, and reciprocal review sessions.
- **Colorado State University** 2014 – 2016
Graduate Teaching Assistant (Composition), Fort Collins, Colorado, USA
- Taught academic writing for undergraduates (native speaker sections + ESL sections)
- Tutor, Intensive English Program**, Fort Collins, Colorado, USA 2014 – 2016
- Tutored non-native speakers in academic English with focus on essay structure and grammar.
- **San Luis Valley Immigrant Resource Center, Inc. 501(c)(3)** 2013 – 2014
Volunteer English Teacher (ESL), Alamosa, Colorado, USA
- Taught 4-skills English for small group of adults who were preparing for US citizenship test.
- **Intercambio de Comunidades, Inc. 501(c)(3)** 2012 – 2013
Volunteer ESL Tutor, Boulder, Colorado, USA
- Taught 4-skills "survival English" classes to adults whose primary language was Spanish.
- **The University of Richmond** 2010 – 2011
Teaching Assistant (Swahili), Richmond, Virginia, USA
- Led weekly drill sessions for beginner-level Swahili course.
- **A Moment in Time, on NPR** 2008 – 2009
Research Intern, Richmond, Virginia, USA
- Wrote historical research essays for 2-minute segments aired to estimated 2 million daily listeners.

Education

Colorado State University (2014-2016), Fort Collins, Colorado, USA
MA in English: Teaching English as a Second or Foreign Language; *GPA = 3.93 / 4*
Thesis: *The Hofstede Model and International Cultures of Learning (13 professional citations)*

The University of Richmond (2007 - 2011), Richmond, Virginia, USA
BA in Interdisciplinary Studies: Literature, Languages, and Cultures, *Cum Laude*

School of International Training (SIT) (2009), Nairobi, Kenya
Intercultural Communication, Swahili, Community Development

United Studies Abroad Consortium (USAC) (2009), Chengdu, China
Intercultural Communication, Mandarin Chinese

The Student Conservation Association (SCA) (2005), Great Smoky Mountains N. Park, USA
Natural Conservation, Leadership Skills

People to People Student Ambassador Program (2001), Various Cities, U.K. and Ireland
Intercultural Communication, Leadership Skills

Selected Conference / Workshop Presentations

2024 TESOL International (Tampa, Florida)
Using Comics to Teach Social Issues in Tanzania and Beyond

2021-2022 Faculty Workshops at Surrey International Institute (Dalian, China)
Principles of Communicative Slideshow Design; Jigsaw Lessons for University EAP

2020 TESOL of Northern New England (online over Zoom)
Using Comics for Content-Based Language Learning in Tanzania

2019 TESOL International (Atlanta, Georgia)
International Collaboration Meets Project-Based Learning in East Africa

2018 ACCESS East Africa Curriculum Development Workshop (Mwanza, Tanzania)
Total 20 hours of workshops conducted over 5-days on activity/lesson/module/curriculum planning

2018 African Lake Zone English Language Consortium (Mwanza, Tanzania)
Applying to Study Exchange Programs for English teachers; Writing Successful Conferences Proposals

2018 Workshop for Leaders of English Teaching Networks across Sub-Saharan Africa (Kigali, Rwanda)
Increasing Network Membership; Networking School English Clubs; Organizational Technologies

2017 National Project-Based Learning Workshop for Access English Teachers (Moshi, Tanzania)
Criteria for "Gold-Standard" Project-Based Instruction; Teaching Critical Thinking through Inquiry

2017 Tanzanian National Conference on English Language Teaching (Arusha, Tanzania)
Using Peer Writing Review to Boost Student Engagement and Feedback in Large Classes

2017 Pan-African Project-Based Learning Workshop for Access English Teachers (Kigali, Rwanda)
Incorporating Critical Thinking Skills into Project-Based Instruction

2017 TESOL Africa (2nd Annual) (Kigali, Rwanda)
Strategies for Increasing Student Engagement with English Inside and Outside Class

2017 Ethiopian National Conference on English Language Teaching (Addis Ababa, Ethiopia)
Task-Based Language Teaching and the Communicative Classroom

Community Service

USA Director at The Kesho Fund for Tanzania, 501(c)(3) 2017 – present
Case Manager (AmeriCorps) at La Puente Homeless Shelter 501(c)(3) 2013 – 2014 (1 y, 1 m)

Language Skills

English: Full Native Proficiency **Swahili:** Low Intermediate Proficiency
Spanish: Low Intermediate Proficiency **Mandarin:** Novice Proficiency

References

- References for any recent position available upon request.

Preferred Teacher Training Topics:

- Project-Based Learning (PBL)
 - As an EL Specialist, I designed a 12-week PBL course called Business English for IT and trained 9 instructors in how to teach it and train their colleagues to do so. As an EL Fellow, I designed and led a 5-day workshop series to collaboratively develop a PBL curriculum for use in Access English classes across East Africa.
- Task-Based Language Teaching
 - This is a major element in my Methods courses (below) and a topic I've led workshops on. My focus is on building class sessions around practical, student-led tasks that closely mirror real-world needs and thereby generate student buy-in for sustained focus and effort.
- Instructional Technologies in TESOL
 - I've taught an MA course on this topic and led workshops related to PPT design, synchronous/asynchronous online ed, and use of ChatGPT for English teachers.
- Lesson Planning
 - This is a major element in my Methods courses (below) and a topic I've led workshops on.

List of Courses Taught (all university-level and accredited unless otherwise specified):

- Teacher Training (TT) and Training of Trainers (ToT)
 - Teaching Business English for IT (professional nondegree level; combined TT/ToT)
 - Methods and Materials for TESOL (MA-level)
 - Technology Integration in the Language Classroom (MA-level, including ToT elements)
 - TESOL Methods (BA-level)
- Academic English
 - Academic English Speaking (two levels, also Module Convener overseeing 6 Lecturers)
 - Academic English Writing (two levels)
 - Academic English Reading (two levels)
 - English Core Literacy (two levels)
 - Advanced English Fluency
 - Academic CBI: English for Psychology
 - College Composition
 - Grammar and Vocabulary Workshop
- English for Specific Purposes
 - English for Tourism (two levels)
 - English for Engineering (two levels)
 - English for Business
- General English
 - English Communication Speaking (two levels)
 - English Communication Writing (two levels)
 - Advanced Oral English (two levels)
 - English for Life in the USA (non-accredited adult level)
- Other
 - Intercultural Communication
 - World Cultures and Mass Media

Registered Charities List

G = Good Standing; X = Not in Good Standing; S = Suspended

Reg. No.	Charity Name	Address	City	State	Zip	Status	Report Due
17873	International Council of Shopping Centers Foundation, Inc.	1251 Avenue of the Americas, 45th Floor	New York, NY	NY	10020	G	5/15/2026
15339	International Crane Foundation, Inc.	316 Mountain Avenue SW	Roanoke	VA	24016	G	8/15/2026
19677	International Crisis Aid	PO Box 510167	St. Louis	MO	63151-0167	G	11/15/2025
34301	International Dark-Sky Association, Inc.	5049 East Broadway Boulevard, Suite 105	Tucson	AZ	85711	G	11/15/2025
19608	International Disaster Emergency Service, Inc.	355 Park 32 West Dr.	Noblesville, IN 46062-9218	IN	46062-9218	G	5/15/2026
33281	International End of Life Doula Association	C/O 3675 Crestwood Parkway NW, Suite 350	Duluth	GA	30096	G	11/15/2025
13268	International Essential Tremor Foundation	PO Box 14005	Lenexa	KS	66285-4005	G	2/15/2026
12429	International Eye Foundation	10801 Connecticut Avenue	Kensington	MD	20895-2134	G	11/14/2025
16639	International F O P Association, Inc.	1520 Clay Street, Suite H-2	North Kansas City	MO	64116	G	11/15/2025
10604	International Fellowship of Christians & Jews, Inc.	303 E Wacker Dr., Suite 2300	Chicago, IL 60601	IL	60601	G	11/15/2025
19118	International Fellowship of Evangelical Students/USA, Inc	PO Box 46007	Madison, WI 53744	WI	53744	G	11/15/2025
34260	International Foundation for CDKL5 Research	C/O 3675 Crestwood Parkway, Suite 350	Duluth	GA	30096	G	5/15/2025
15352	International Foundation for Gastrointestinal Disorders Inc	537 Long Point Rd Ste 101	Mount Pleasant, SC 29466	SC	29466	G	5/15/2026
1550	International Fund for Animal Welfare, Inc.	290 Summer Street	Yarmouth Port	MA	02675	G	5/15/2025
3301	International Honor Society of Nursing Foundation, Inc.	550 West North Street	Indianapolis	IN	46202	G	11/14/2025
30009	International House	2299 Piedmont Avenue	Berkeley, CA 94720	CA	94720	G	11/14/2025
13499	International Institute for Integrated Health & Higher Consciousness	251 Crandon Boulevard Suite 107	Biscayne	FL	33149	G	5/15/2026
14017	International Institute of New England, Inc.	2 Boylston Street, 3rd FL	Boston	MA	02116	G	2/14/2026
12078	International Justice Mission	1301 S Fern Street	Arlington	VA	22202	G	2/15/2026
31573	International Literacy Association	PO Box 8139	Newark	DE	19714-8139	G	11/15/2024
12203	International Medical Corps	12400 Wilshire Boulevard, Suite 1500	Los Angeles	CA	90025	G	11/15/2024
32294	International Messengers	C/O 1959 Palomar Oaks Way, Suite 300	Carlsbad	CA	92011	G	11/15/2025
13796	International Minority Hub	1 New Hampshire Avenue, Suite 125	Newington	NH	03801	X	5/15/2019
33212	International Mountain Bicycling Association	1035 Pearl Street, Suite 317	Boulder, CO 80302	CO	80302	G	11/15/2025
17089	International Myeloma Foundation	4400 Coldwater Canyon Avenue, Suite 300	Studio City	CA	91604	G	2/14/2026
3866	International Network of Resource Information Centers	719 Town House Road	Cornish	NH	03745	G	5/15/2026
34929	International OCD Foundation New Hampshire Affiliate	422 Central Avenue Unit 178	Dover	NH	03820	G	5/15/2025
11133	International OCD Foundation, Inc.	55 Court Street Suite 310	Boston	MA	02108	G	11/15/2025
34379	International Order of T. Roosevelt	C/O 4850 Wright Road, Suite 168	Stafford	TX	77477-4121	G	11/15/2025
6481	International Orthodox Christian Charities	110 West Road, Suite 360	Baltimore	MD	21204	G	11/15/2025
32677	International Outreach Ministries, Inc.	PO Box 2140	McComb, MS 39649	MS	39649	G	11/15/2025
1660	International Planned Parenthood Federation Western Hemisphere F	125 Maiden Lane, 9th floor	New York	NY	10038	G	11/15/2025
33785	International Planned Parenthood Federation-Worldwide, Inc.	2001 K Street NW, FRNT 2	Washington	DC	20036	G	11/15/2025