Locksmithing and Security Technology student Sean McGowan manipulates safe dial.

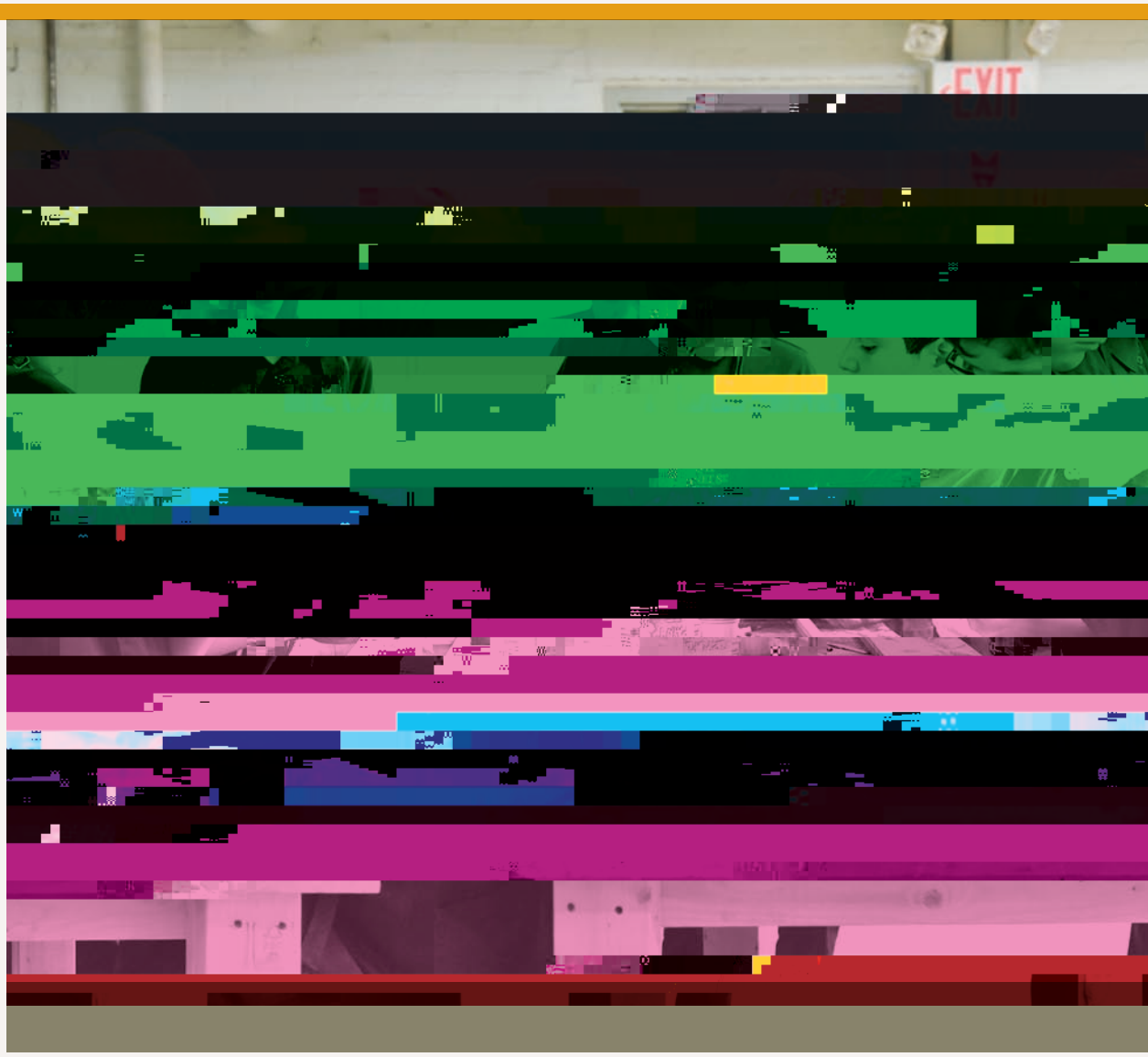
[illegible]

In spring 2014, the School convened a Strategic Planning Committee to develop a focused set of actionable priorities for fy 2016–2020 . The planning centered on the opportunity provided by the new facility and the operational and f nancial requirements for realizing that promise over the next f ve years.

The strategic planning began with faculty and staff sessions to identify key questions and planning assumptions. These were summarized as a starting point and supported with comprehensive background information and data on programs, comparators and competitors, enrollment, marketing, development and f nances.

The Strategic Planning Committee, comprised of members of the Board of Directors, Overseers, faculty and staff, convened in May 2014 and met over the course of twelve months. Several staff working groups met in 2014–2015 to discuss topics in-depth (including full-time programs, Continuing Education workshops and public programs, and f nancial considerations) and develop recommendations. The Chair of the Board of Directors and the NBSS President convened an ad hoc group on organizational structure that developed recommendations for discussion with the Planning Committee in winter 2015.

The Board of Directors held planning discussions in December 2014 and March 2015



Middle school students complete their pencil box projects.

[illegible] of Goals FY 2016–2020

Recommendations from the approved *FY 2016–2020* are organized in two areas where the School will make progress in the next five years:

MISSION AND PROGRAMS focuses on realizing the programmatic potential of the new North Street location and strengthening full-time and continuing education programs.

FINANCIAL SUSTAINABILITY focuses on securing the financial sustainability

88%

Violin Making and Repair student Bryan Worley shapes his violin back. Robin Lubbock/WBUR.

F

The *FY* will require new resources to realize its goals. Some of these will be one-time capacity building investments, while others will be ongoing annual operating costs, supported by the improved financial performance of the School.

One-time costs, estimated to be between $250,000 and $350,000, include engaging an outside consultant to develop a marketing strategy for the full-time programs, improvements to enrollment and information systems, and engaging external support to assist with the planning and execution of a capital campaign.

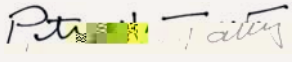
Additional ongoing operating costs will include funding for the Executive Vice President as well as additional staffing expenses for program development, marketing, outreach and institutional advancement. These additional operating costs are estimated to be approximately $500,000. A funding plan will be developed in 2016 to organize a staged implementation of the plan's objectives based on existing and new resources. The School's annual budgeting process will incorporate requirements of the plan as resources become available.

Treasurer's Report

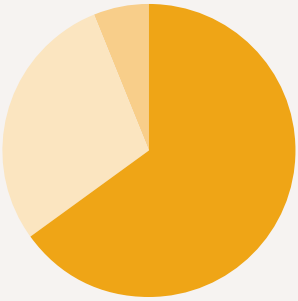
On behalf of the Finance Committee of the Board of Directors, I am pleased to present the *Treasurer's Report* for fy 2015. The School completed another successful year, with income of $8,129,219 and expenses of $5,671,137, producing net revenue of $2,458,082.

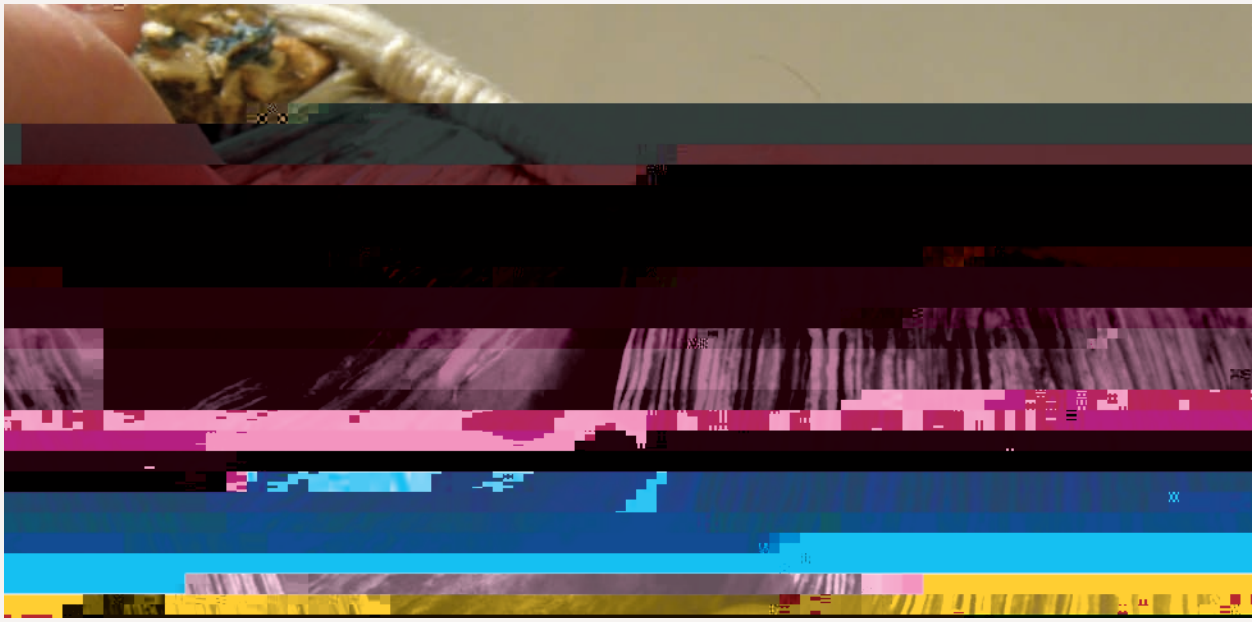
This year's financial statements present tuition revenue net of NBSS scholarship grants, which totaled $298,799. For purposes of comparison, the prior year's net tuition revenue has also been presented in this format.

A significant accomplishment this year was the repayment of the $1 million outstanding balance of the loan taken out to finance the construction of 150 North Street and the relocation of the School. The repayment of the School's borrowing, which at its peak was $8 million, leaves North Bennet Street School once again free of any debt.



Peter H. Talbot





LEGACY PATRON
$10,000+

William T. & Louise Burgin
Bruce & Lynn Dayton
William, cf '07 &
Corinna Hettinger
High Meadows Foundation
Barbara & Amos Hostetter

Paul & Carla McDonough
Richard, cf '05 &
Marie, bb '02 Oedel

Mary Beth Pearlberg &
Edward E Harlow Jr.
Suzanne Pucker
Mary M. Pughe
Todd & Kristienne Rassiger
Cornelia C. Roberts
John & June Robinson
Jeffrey Rosenbaum
Thomas Roy RPT, pa '85
Rose & Dennis Rush
Thomas C. Schwartzburg
Zoe A. Sherman, pt '00 &
Christopher Kendig, pa '00
Christopher Skocay, ca '00
Mary Smoyer *in honor*

John E. Stebbins
Molly Sturges, pa '00
J. Arthur, cf '00 &
Jeannette Taylor
Joan & Nick Thorndike
Edmund C. Toomey
Derek Trelstad, pa '88
Marc Truant
Colin Urbina, bb '11

Associates of the Boston Public Library

Frank M. Barnard Foundation

Barr Foundation

The Boston Foundation

BPS Arts Expansion Fund at EdVestors

Cabot Family Charitable Trust

Copeland Family Foundation, Inc.

Cricket Foundation

Ddora Foundation

DMT Diamond Machining Technology

Marion L. Decrow Memorial Foundation

Eastman Charitable Foundation

Elisha-Bolton Foundation

The Felicia Fund

William R. Fenoglio Foundation

Elizabeth Taylor Fessenden Foundation

David Greenewalt Charitable Trust

Roy A. Hunt Foundation

Esther B. Kahn Charitable Foundation

Liberty Mutual Foundation

Massachusetts Charitable Mechanics Association

Massachusetts Charitable Society

Massachusetts Cultural Council

James C. Melvin Trust

New Hampshire Charitable Foundation / Harold J. Greenwood and Marie Borneman Greenwood Memorial Fund

Oneida Air Systems Inc.

Mabel Louise Riley Foundation

Adelard A. & Valeda Lea Roy Foundation

William E. Schrafft & Bertha E. Schrafft Charitable Trust

F. Roscoe & Vila B. Webber 1974 Charitable Trust

Yankee Scholarship Foundation / Yankee Security Convention

Greg Porfido, Cabinet and Furniture Making, 1989

Chief Operating Officer, Mark Richey Woodworking, Newburyport, MA

WOODWORKING
Chris Kearney, cf '07
Daniel Cheek, cf '10

BOOK ARTS
Caitlyn Thompson, bb '11
Erin Fletcher, bb '12
Colin Urbina, bb '11

2014 201

LA COULEUR DU VENT:
An international exhibit of
51 design bindings

ARTISTIC VISIONS:
Work by Members of New Hampshire Furniture Masters (at 127-129 Newbury Street, Boston)

AMERICAN CRAFT COUNCIL SYMPOSIUM
Panel Discussion

THE WORK OF SARA GALNER, A SATURDAY EVENING GIRL EXHIBIT

Eva Martin, jm ’03
Colleen E. Matthews, jm ’12
Anne McLain, bb ’10
Bob Miller, cf ’11
Jennifer Mullen, jm ’99
Bella Nadworny, jm ’98
Lindsay Nakashima, bb ’15
Lance Patterson, cf ’79
Geraldine Kish Perry, jm ’00
Sarah Phetteplace, jm ’13
Mark Pouliot, cf ’15
Devin Ream, cf ’09
Jonathan Romain, bb ’16
Jessica Rosenthal, bb ’16
Francesco Rowe, vm ’15
Jeff Schauer, cf ’16
Lauren Schott, bb ’13
Jackie Scott, bb ’15
Emily Scott, jm ’07
Johanna Smick Weizenecker, bb ’10
Jonathan Stong, cf ’12
Yelena Synkova, cf ’15
Seth Tanguay, jm ’07
Cyle Thomas, jm ’13
Nick Trahan, jm ’15
Rosemary Trainor, jm ’90
Ronald Trapasso, cf ’69
Joanna Tully, cf ’15
Colin Urbina, bb ’11
Jonathan Wachs, cf ’15
Mary Grace Whalen, bb ’16

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Ronald Tr21
Jonathdaw P.95Td 9cf ’9MarC2C 0nalParK2DC1 0aF0arCBDC1aF

BOOKBINDING

Kaitlin Barber*
Peggy Boston
Lauren Calcote*
Nicole Campana
Joshua Crotty*
Todd Davis
Megan Gibes*
Shannon Kerner*
Lindsay Nakashima*
Emily Patchin
Jonathan Romain
Jessica Rosenthal
Jackie Scott*
Mary Grace Whalen

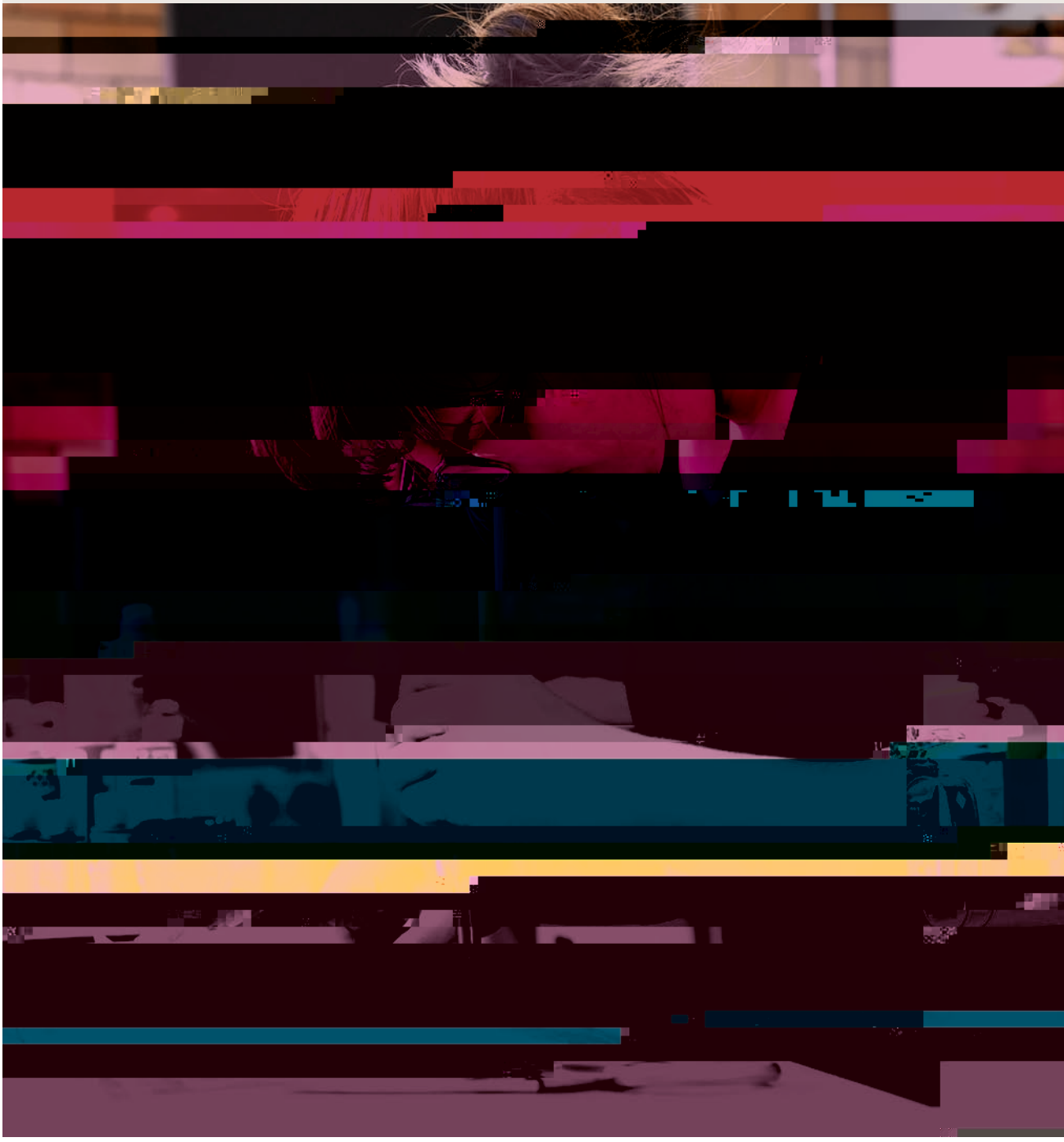
CABINET AND FURNITURE MAKING

Joshua Bergeron
Mark Bokelman
Mike Brown
Joshua Brucker*
Eric Burdge
Thomas Bruce Cain
Thomas Campagnola
Seth Capista
Gregory Child*
Joseph Corigliano*
Williamson Cushing
Thomas Danel-Moore
Nicholas English*
Dana Farmer
Donna Fisher*

BOOKBINDING

Mary Patrick Bogan
Samuel Ellenport
Doris Freitag
Babette Gehnrich
Paul Parisi
James Reid-Cunningham, bb '90
Deborah Wender

CABINET AND FURNITURE MAKING

Mark Del Guidice
Sean Fisher, cf '94
Brian Kelly, cf '84
John LaGattuta, cf '88
Greg Porfdo, cf '89

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