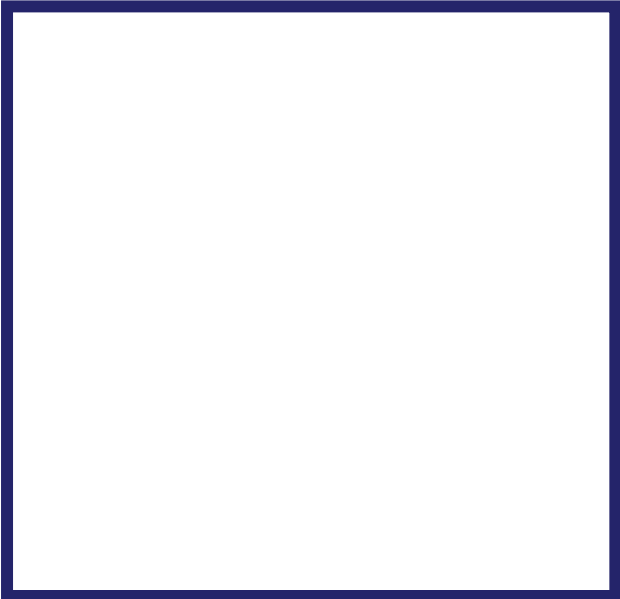
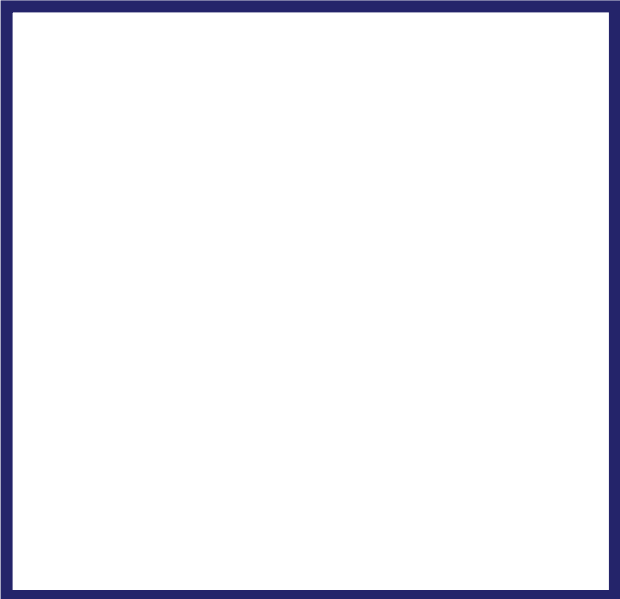
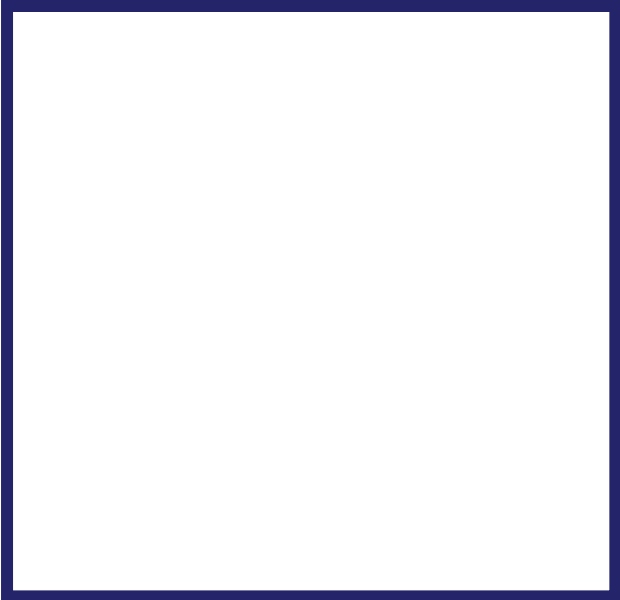




The logo for the New Sector Alliance features a stylized, curved line above the text. The text is arranged in two lines: "New Sector" in a large, bold, sans-serif font, and "ALLIANCE" in a smaller, all-caps, sans-serif font below it. The entire logo is set against a light gray rectangular background.

New Sector
ALLIANCE

**Accelerating
social change by
strengthening
organizations today
while developing
leaders for
tomorrow**

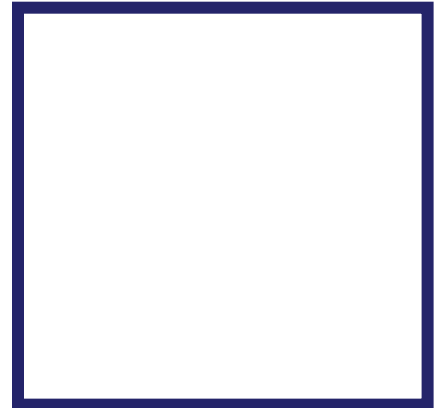


Dear Friends,

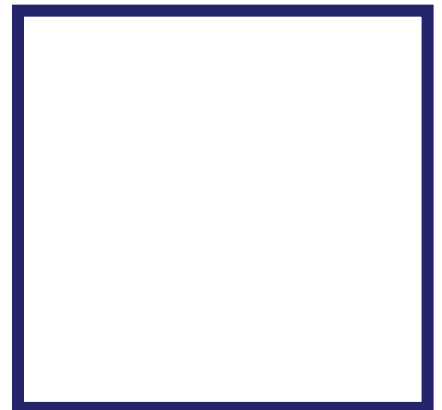
Greetings from New Sector Alliance! It is hard to believe that 2006 marks New Sector's five year anniversary as a 501(c)(3) nonprofit organization. Since inception, New Sector has delivered \$9 million in consulting services to 59 nonprofit clients through 82 consulting engagements. We could not have achieved these results without the support of the hundreds of students, consultants, and nonprofit clients that have participated in our programs, as well as the individuals, foundations, and corporations that have supported us financially. Thank you for your generous contributions to our efforts.



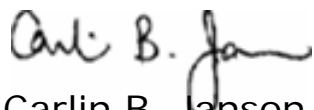
As many of you know, 2005 has been an incredibly productive year for us. In this report, you will find stories about New Sector's impact over the past twelve months, when 82 students and 43 consultants donated 9,000 hours of their time to complete 18 engagements for 13 nonprofit organizations working to solve pressing social problems. We hope to inspire you.



We also look forward to expanding our impact in 2006 and beyond. Best wishes and as always, thank you wholeheartedly for your support.



With warm regards,



Carlin B. Janson
President & Founder

4 | About New Sector Alliance**5 | Staff Overview****6 | News****7 | Impact Snapshot****8 | Project Summaries**

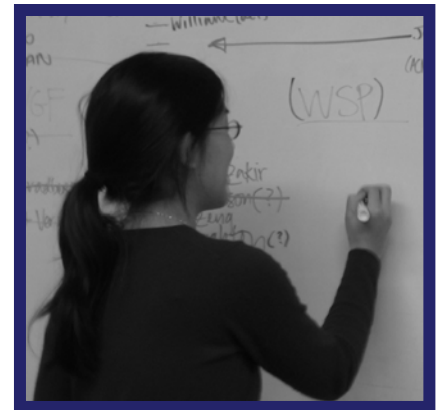
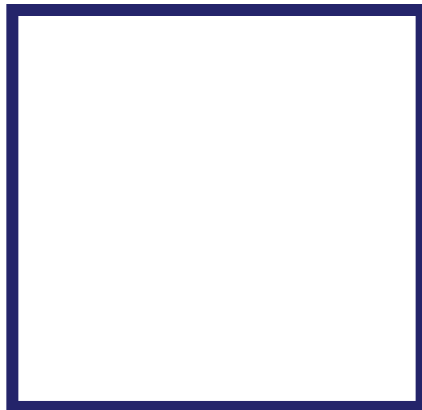
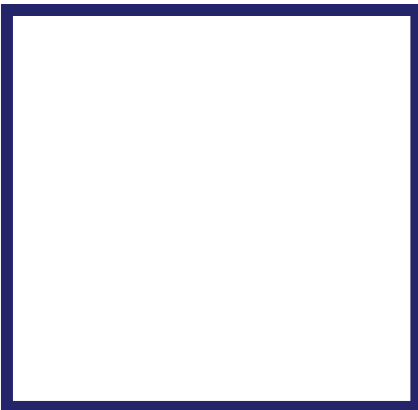
| | |
|---|----|
| <i>Breakthrough Collaborative</i> | 8 |
| <i>Cambridge College</i> | 9 |
| <i>Coalition of Essential Schools</i> | 10 |
| <i>Community Educational Services</i> | 11 |
| <i>Environmental Careers Organization</i> | 12 |
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| <i>Lawrence Hall of Science</i> | 14 |
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Our Beliefs

New Sector sees two impediments to positive social change: the inaccessibility of management tools tailored to the unique challenges facing nonprofits and the shortage of socially-focused leadership education. Our mission – to strengthen organizations today while developing leaders for tomorrow – was crafted as a response to these challenges.

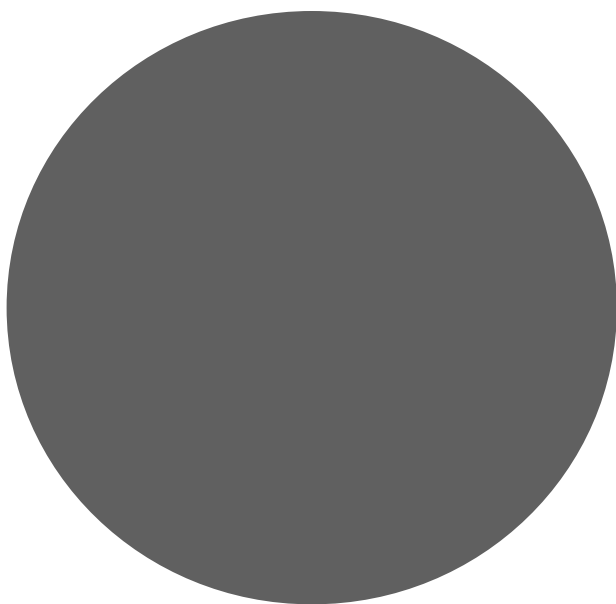
Behind New Sector's mission are several interrelated beliefs which guide our organization's work. We believe that the best way to resolve social problems on a meaningfully large scale is to: unlock the potential of people and institutions across sectors to share resources and learn from each other; strengthen the ability of today's social enterprises to deliver services effectively and efficiently; and create a new generation of socially engaged leaders who are committed to solving pressing social problems throughout their lives.



Our Approach

By organizing students to complete consulting projects under the guidance of volunteer professionals, we believe that we can address these challenges concurrently. Our model enables us to produce high quality, affordable consulting solutions for nonprofits while at the same time providing a hands-on skill development opportunity through which talented students gain exposure to and excitement for the nonprofit sector.

By linking the social, academic and business sectors to shape organizations and students at the same time, we generate substantial social value through both process and end-product.



Current Staff

Carlin Janson

Carter Romansky

Daniel Senter

Emily Mondon

Jen Liao

Rachel Roth

Valerie Bockstette

2005 Alumni Staff

Adam Gerson

Annie Fishman

Samidha Ghosh

Shannon Music

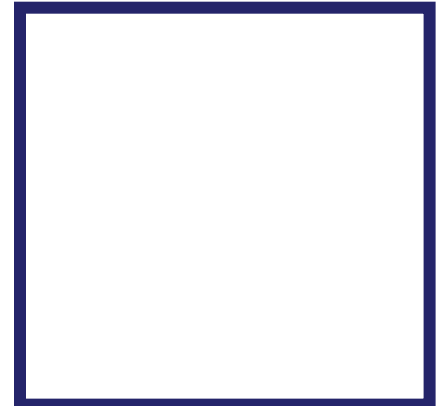
Susie Lee

Thank you all for your hard work, and best of luck

Recognition of Our Year's Work

In 2005 New Sector received numerous awards and honorable mentions, including:

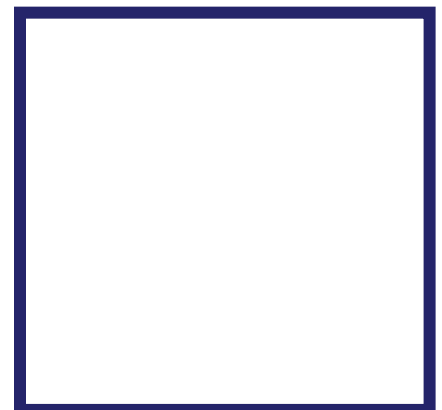
- Finalist in the Yale - Goldman Sachs Foundation Business Plan Competition
- Finalist in Ashoka's Changemakers Ethics Competition
- Awarded a Service Leadership Fellow from Harvard Business School
- Granted \$140,000 in Education Awards by the Massachusetts Service Alliance over the next three years to support our volunteers
- Featured in the Chronicle of Philanthropy
- Graduated four staff members to pursue MBAs, two at HBS and two at Wharton



A Look Ahead to Next Year

In the spring of 2006, we will run our academic year consulting program in Boston with students from Harvard, MIT, and Babson. In the summer of 2006, we will launch a greatly expanded summer program in partnership with the Corporation for National Service, AmeriCorps, and the Mass Service Alliance. In addition to recruiting MBAs to consult to nonprofits, this year's summer program will match talented undergrads with Boston-area nonprofits and support them in completing strategic initiatives for their nonprofit hosts.

With the help of our numerous supporters and volunteers, we look forward to strengthening more dynamic organizations and challenging a new group of future leaders in the coming year.



Our Practices

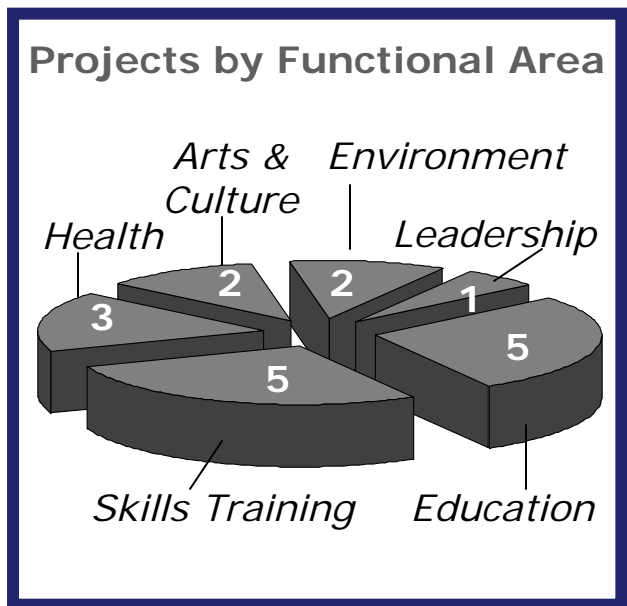
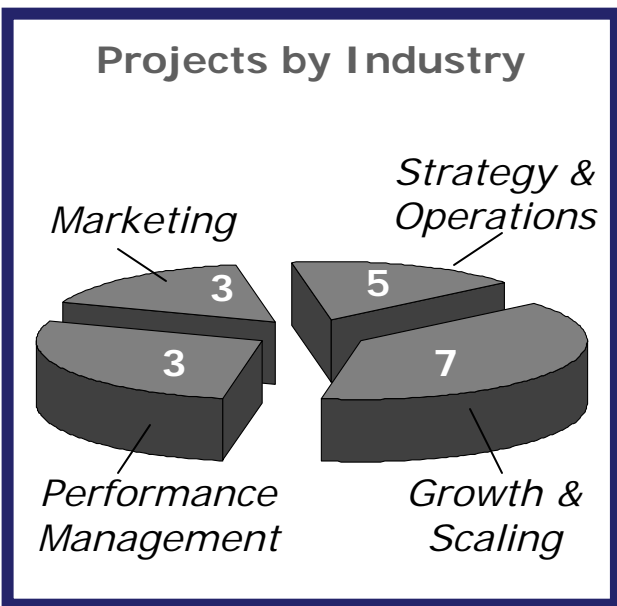
We offer four functional practice areas: *Growth & Scaling*, *Marketing*, *Strategy & Operations* and *Performance Management*. We believe that focusing on challenges in these areas allows both our students and consultants to leverage their core skills in the most efficient way.

| 2005 Impact | |
|------------------------------------|-------|
| Nonprofits served | 13 |
| Projects completed | 18 |
| Students involved | 82 |
| Professionals engaged | 43 |
| Hours volunteered | 9,000 |
| <hr/> | |
| Median student satisfaction rating | 8.0 |
| Median client satisfaction rating | 8.5 |

The Projects

Over the following pages, you can read about the 18 projects our Spring, Summer and Fall Teams completed during 2005.

Our work this year continued to build upon the strong growth record we have established over the last five years, increasing our historical totals to 59 clients and 82 projects.





The Organization

Breakthrough Collaborative matches high school and college-age students with underserved middle school students to teach them the academic skills they will need to enter into and succeed in college-preparatory high schools.

The Project

New Sector's Spring Team helped analyze data collection and reporting tools and created a custom marketing plan to promote the tools' usage across all Breakthrough Collaborative sites. This allowed individual sites to effectively and uniformly collect and share data for performance measurement purposes.

"The most exciting thing for me was that we had the opportunity to work with six incredibly talented, bright, students...who gave us an opportunity to think about what we do and how we go about tracking information."

*CJ Crowder,
Breakthrough Collaborative*

Students – UC Berkeley

Pavan Pamidimarri, Arielle Rittvo, Jovan Sankar, Gemmy Tsai, Veronica Vela, Niko Vuori

Consultants - Accenture

Marie Olivier, *Retired Partner*
Karen Lee, *Manager*
Andy Hwang, *Consultant*
Michael Uyeda, *Business Analyst*

Faculty Advisor

Pino Audia, *UC Berkeley*

Client Project Liaisons

Laura Pochop, *Executive Director*, Monica Vasquez, *Director*, CJ Crowder, *Program Development and Evaluation Manager*

New Sector Manager

Samidha Ghosh



The Organization

Cambridge College is a responsive learning community which provides academically excellent, time-efficient, and cost-effective higher education for a diverse population of working adults for whom those opportunities may have been limited or denied.

“A lot of consulting firms have come to help us in the past, and we just want to take their deliverables and put them in the bottom drawer; but with this, I know that we’re going to take that information and put it to good use.”

Parnia Ezat,
Cambridge College

The Projects

New Sector’s Spring Teams helped Cambridge College with both an IT strategy plan and a visibility study geared towards students, decision makers and funders. New Sector’s Summer Team helped translate the college’s “Vision 2010” business plan into a practical strategic plan to guide the organization over the next five years.

Students - Harvard, MIT

Aviva Argote, Anna Chen, Jennifer Huang, Dave Jachym, Abdullah O Kaya, Kyle Klopccic, Andrea McGrath, Seema Pandya, Miriam Tawil, Darcy Tuczynski, Lawrence Walmsley

Consultants - Accenture

Philip George, Stuart Taylor, Dee Hlawek, Mike Princi, Matt Taverni

Faculty Advisors

Rob Huckman, *Harvard*
Chris Winship, *Harvard*
Sumi Ariely, *MIT*

Client Project Liaison

Mahesh Sharma, *President*

New Sector Managers

Adam Gerson, Emily Mondon, Jen Liao

The Organization

CES seeks to create and sustain equitable, intellectually vibrant, personalized schools and to make such schools the norm of American public education so that all children receive the nurturance, guidance, and resources they need to reach their fullest potential.

The Project

New Sector's Spring Team helped develop a marketing and brand vitalization strategy for the Coalition of Essential Schools. This enabled the organization to attract both new funders and new clients by better leveraging the track record created by its successful educational products and programs.

“One of our principles is that our metaphor for the classroom is that students should be workers and teachers should be the coach so working with our team was wonderful because we got to see our principle in action.”

*Lewis Cohen,
Coalition of Essential Schools*

Students – Stanford, UC Berkeley

Daniel Bertoli, Corrine Chow,
Moon Chung, Lenay Dunn,
Sanjay Kidambi, Geetika Pannu

Consultants – Accenture

Jim Little, *Partner*
Chris Boudreaux, *Manager*
Milind Pawar, *Consultant*
Julie Schoknecht, *Business Analyst*

Faculty Advisor

David Robinson, *UC Berkeley*

Client Project Liaisons

Lewis Cohen, *Executive Director*
Eva Frank, *Program Director*

New Sector Manager

Samidha Ghosh



The Organization

Community Educational Services prides itself on operating programs that greatly increase the practical employment and communication skills of young people, while developing them as leaders for change in their communities.

“I come from an investment banking background, and working in the nonprofit sector was a welcome change, to be working with people who seem to be very passionate about what they do... and being able to see the tangible results.”

*Gihani Fernando,
UC Berkeley*

The Project

The Community Educational Services organization had merged with the smaller Chinatown Beacon Center. New Sector's Spring Team helped to develop a roadmap to aid the combined organization attain market leadership in serving evolving community needs and in improving its program and fundraising strategy.

Students – UC Berkeley

Gennie Chen, Gihani Fernando, Rodrigo Hetz, Anca Mitu, Padma Sundar, Christian Urazan

Consultants -Accenture

Kim Hensley, *Retired Partner*, Ashik Ardeshta, Amy Horng, James Steele, *Managers*, Stephen Lee, *Business Analyst*

Faculty Advisor

Stephen Etter, *UC Berkeley*

Client Project Liaisons

Darin Ow-Wing, *Executive Dir*, Ben Wong, *Dir Chinatown Beacon Center & CES*, Jennifer Cano, *Education Resource Dir*, Judy Chang, *Dir of Management & Marketing*

New Sector Manager

Samidha Ghosh



The Organization

The Environmental Careers Organization (ECO) develops professionals for the environmental field through paid environmental internships that provide highly professional, on-the-job learning experiences for bachelor's, master's, and doctoral students and recent graduates.

The Projects

New Sector's Spring Team researched and developed a market assessment strategy for New England expansion. Based on the success of the project, ECO engaged a Fall Team to replicate the analysis for California and will engage two 2006 Spring Teams to analyze the south-east region of the US and new fundraising strategies.

"The team did a great job of managing the project from start to finish. It's clear that we're going to have the information that we need to complete our fundraising and business development."

*Michael Triff,
Environmental Careers
Organization*

Students - MIT

Nolan Browne, Tom Grant,
Zhiying Jiang, Chris Kim,
Stanley Jung, Irene Hwang,
Julissa Pinto De Gracia, Inna
Sverdlova, Janet Zhou

Consultants

Larissa Jester, Cullen Knights,
Consultants, Bain & Co,
Jan van der Linde, John
Lichtenstein, *Partners*
Accenture

Faculty Advisor

Sumi Ariely, *MIT*

Client Project Liaisons

Jeff Cook, *President &
Founder*

Michael Triff, *Director of
Marketing, Development, and
Alumni Relations*

New Sector Managers

Adam Gerson, Emily Mondon,
Jen Liao, Rachel Roth



The Organization

IBA is a community building agency dedicated to increasing the social and economic power of individuals and families through education, economic development, technology and arts programming that builds safe, vibrant and culturally diverse affordable housing communities.

"Working with New Sector, Bain, and IBA has been an incredible experience. Engaging in a philanthropic, practical application of the comprehensive set of business theory learned in BU's MS-MBA program not only feels good, but also supplements my portfolio of career assets."

*Beau Gaerlan,
Boston University*

The Project

New Sector's Fall Team helped IBA develop a business plan for its arts and culture department including program mix, event pricing structure, and marketing strategy. IBA aims to transform its "Center for Latino Arts" into the pre-eminent New England Latino cultural destination while at the same time generating revenues for the department.

Students - BU

Georgia Antonopoulos
Vincent Barrailier
Beau Gaerlan
Chris LaBounty
Melissa Sherman

Consultants - Bain & Co

Kristy Cunningham,
Manager
Ted Hill, *Consultant*

Faculty Advisor

Kristen McCormack, *Boston University*

Client Project Liaison

Yvette Rodriguez, *Chief Operating Officer*

New Sector Managers

Emily Mondon,
Dan Senter



The Organization

Lawrence Hall of Science (LHS) is a resource center for preschool through high school science and mathematics education, and a public science center with exciting hands-on experiences for learners of all ages.

The Project

New Sector's Spring Team helped the Lawrence Hall of Science understand how to prioritize its programs and offerings and best utilize its limited resources. The Team analyzed LHS's target markets in terms of geography and services and conducted an attendance and fundraising benchmarking study.

"The team heard our needs, our challenges, our concerns about complications with funding... They were able to do an incredible amount of research and analysis, we were really amazed..."

*Barbara Ando,
Lawrence Hall of Science*

Students – UC Berkeley

Jesse Brackenbury, Brian Jordan, Winchee Lin, Irene Perciali, John Poffenberger, Karen Yang

Consultants - Accenture

Marshall Wells, *Partner*
James Jones, *Manager*
Amaresh Kollipara, *Consultant*
Teddy Schall, *Consultant*
Chris Sweetland, *Business Analyst*

Faculty Advisor

Kim Klein, *UC Berkeley*

Client Project Liaisons

Elizabeth Stage, *Executive Director*, Barbara Ando, *Associate Director*, Marly Norris, *Director of Development*, Susan Shisler-Gregory, *Deputy Director*

New Sector Manager

Samidha Ghosh



The Organization

The Massachusetts Chapter of the American Academy of Pediatrics (MCAAP) is committed to the attainment of optimal physical, mental and social health for all infants, children, adolescents, and young adults.

“Now we’re ready to move forward with the information that we got from the team to set up a foundation and therefore help children from around the state, so we’re very grateful for the team and their work.”

**Sean Palfrey,
MCAAP**

The Project

MCAAP sought a strategy to incorporate as a 501(c)(3) organization that could serve as a vehicle to improve child health across the state of Massachusetts. New Sector’s Spring Team delivered an action plan including mission, vision, value proposition, launch strategy, as well as fundraising and governance.

Students - Harvard, MIT

Rupa Bahri
Kathryn Ho
Colette Linzmeyer
Jamie Trish
Nimrod Weiselfish

Consultants - Accenture

Michael Palmer, *Partner*
Michelle Spiliotes, *Senior Manager*

Faculty Advisor

Sumi Ariely, *MIT*

Client Project Liaisons

Lynda Young, *President*
Sean Palfrey, *Past President*
Cathleen Haggerty, *Chapter Executive*

New Sector Managers

Shannon Music, Emily Mondon

The Organization

Options Recovery Services has established a new model for dealing with drug and alcohol abuse combined with chronic mental and/or physical illness with a mission to break the cycle of addiction, crime and homelessness.

The Project

In the face of reduced funding from foundations, private and government sources, Options Recovery Services was seeking to launch a business that would generate revenue to support programs while providing job skills training to ORS clients. In response, New Sector's Spring Team developed a business plan for a mobile car wash.

"This is not a plan that is going to a drawer... this is a plan we are going to implement, and it really is going to be the first step on a more extensive approach for options in the future... we are really happy with the team."

***Bob Miller,
Options Recovery Services***

Students – UC Berkeley

Manish Agarwal, Felipe Bruno, Mohammed Guller, Dave Madan, Libby Reder, Fenny Wang

Consultants - Accenture

Sandy Shearer, *Associate Partner*
Rick Heller, *Senior Manager*
Noah Borun, *Consultant*
Jim Lee, *Business Analyst*

Faculty Advisor

Rashi Glazer, *UC Berkeley*

Client Project Liaisons

David Coady, *Executive Director*
Bob Miller, *Development Chair, Board Member*
Sharleen Harty, *Director of Development*

New Sector Manager

Samidha Ghosh



The Organization

OE is an inclusive disability organization that inspires personal growth through outdoor adventures by serving individuals with all types of disabilities and enabling them to test their limits in a safe and supportive environment.

“This team got involved very much at the early stages and helped us to create a dashboard that will help us to benchmark and measure our success. I’ve seen a preview of the dashboard and I think it’s going to be fabulous.”

Beth Shapiro,
Outdoor Explorations

The Project

New Sector’s Spring Team helped develop a performance measurement system for OE including a “Cost Dashboard” to gauge both overhead and single program expenses, a “Program Dashboard” to review both aggregate and single program efficiency, and a “Revenue Dashboard” to more effectively track funding.

Students - MIT

Hila Grinberger
Jose Santos
Yiting Shen
Min Wei

Consultants - Bain & Co

Mark Coleman, *Manager*
Peter Bowen, *Consultant*

Faculty Advisor

Sumi Ariely, *MIT*

Client Project Liaison

Beth Shapiro,
Executive Director

New Sector Managers

Shannon Music, Jen Liao



The Organization

The Public Sector Consortium (PSC) is a voluntary Community of Practice that has been in existence since 1995 for the purpose of re-energizing and re-inventing the practice of leadership in public sector organizations.

The Project

New Sector's Fall Team helped develop a strategic framework and business plan to help the Public Sector Consortium grow beyond a loose community of practice into a fully self-sustaining entity. The final business plan will be a high-level framework to guide program, organizational and operational development.

“For me, it was more than the opportunity to put the tools that I had learned in business school into practice. I was able to effect a positive change for a client that who wouldn't otherwise have access to consulting services. Our team could make an immediate and positive impact in our community.”

Adam Albrich, MIT

Students - Harvard/MIT

Adam Albrich
Christopher Osgood
Jonathan West

Consultants -Accenture

Peter Nugent, *Partner*
Steven Campbell,
Manager

Faculty Advisors

Sumi Ariely, *MIT*
Jane Wei-Skillern, *Harvard*

Client Project Liaisons

Georgie Bishop,
Pat Spitzig
(Operating Committee)

New Sector Managers

Jen Liao, Rachel Roth



The Organization

Year Up, winner of the 2005 Fast Company Social Capitalist Award, is a one-year, intensive training program that provides urban young adults 18-24, with a unique combination of technical and professional skills, college credits, and a paid corporate apprenticeship.

“The team has been putting together a standard user interface that has been an amazing help to us. The other team has been looking at how we structure our fundraising strategy . Both of these projects are at the heart of what we do.”

Matt McCann, Year Up

The Projects

New Sector’s Spring Teams helped Year Up with two strategic projects. The first began to develop the tools necessary for national site expansion. The second helped to develop a donor targeting and segmentation strategy as well as a scholarship model. The Summer Team continued work on expansion options.

Students - Harvard/MIT
Chaitra Chandrasekhar, Anu Chitrapu, Mike Dean, Elisabeth Job, Dina Goldstein, Eston Kimani, Cange Kamwambe, Jenna LeMieux, Rahim Penangwalla, Steve Rockwell

Consultants - McKinsey
Michele Zanini, Sebastian Barth, Claudio Brasca, Shervin Ghaemmaghami, Ludovica Mottura, (*Bain*)

Faculty Advisor

Sumi Ariely, *MIT*

Client Project Liaisons

Gerald Chertavian, *Executive Director*, Matt McCann, *Director of Development*
Casey Recupero, *Director of Evaluation and Special Projects*

New Sector Managers

Shannon Music, Jen Liao

The Organization

YEA provides underprivileged young men and women with the opportunity to attain long-term economic independence through a training program that gives them business skills to gain access to and succeed in our economic system.

The Projects

New Sector's Spring Teams helped YEA with two strategic initiatives. The first consisted of developing a new fundraising strategy including ways to diversify revenues and identify untapped funding resources. The second involved designing a system for performance measurement including metrics and collection tools.

"To My Wonderful Team: I'm sitting at home surrounded and amazed by your extraordinary work. I hope you realize you have made a large contribution to YEA and that we value all your time, energy and wonderful, fresh thinking."

***Julie Nessen,
YEA***

Students - Harvard

Lindsey Cameron
Brian Feinstein
Erika Hammond
Michael Kalin
Quang Tran

Consultants – Bain

Jen Liao, *former Associate Consultant*

Faculty Advisors

Chris Winship, *Harvard*
Gordon Bloom, *Harvard*

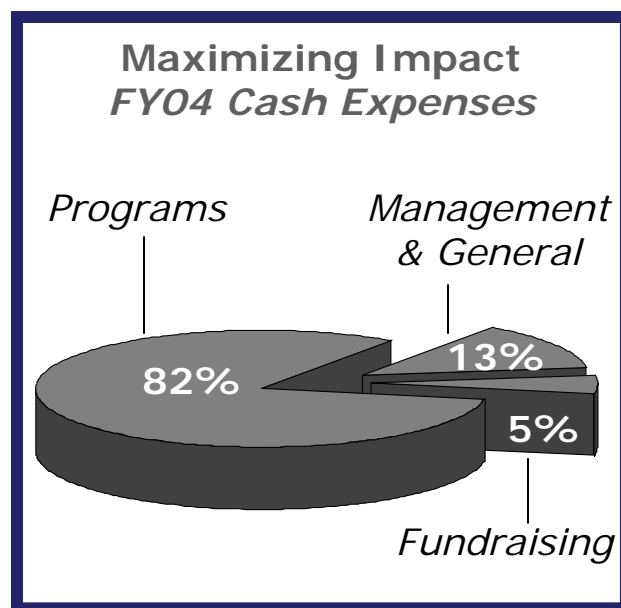
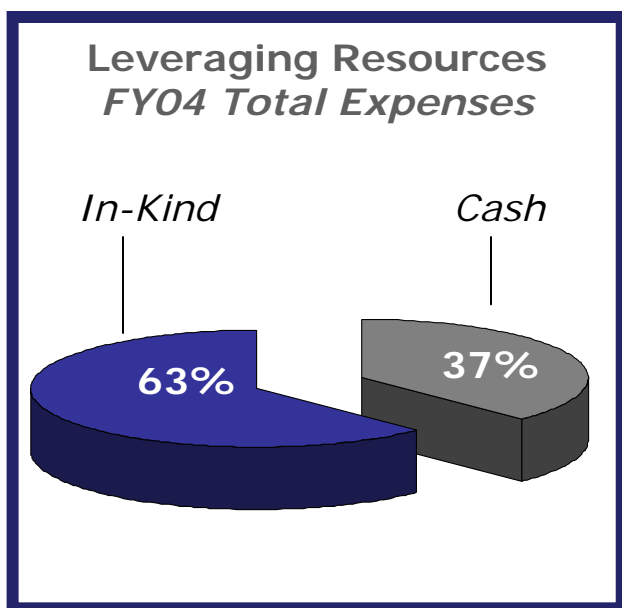
Client Project Liaison

Julie Nessen,
Executive Director

New Sector Manager

Adam Gerson

| <i>dollars in thousands</i> | Audited | | | Estimated |
|--------------------------------------|----------------|----------------|-----------------|----------------|
| | FY 2002 | FY 2003 | FY 2004 | FY 2005 |
| Revenues | | | | |
| Contracts & Grants | \$0.0 | \$350.0 | \$76.8 | \$273.2 |
| Unrestricted Contributions | \$305.0 | \$115.9 | \$10.7 | \$7.5 |
| Program Service Revenues | \$2.0 | \$141.7 | \$367.8 | \$103.6 |
| Interest/Other | \$0.8 | \$4.4 | \$5.0 | \$6.6 |
| Net Assets Released from Rest. | \$0.0 | \$250.0 | \$0.0 | \$0.0 |
| Total Revenues | \$307.9 | \$862.0 | \$460.4 | \$390.8 |
| Expenses | | | | |
| Program | \$247.1 | \$300.3 | \$397.3 | \$288.2 |
| Management & General | \$49.0 | \$50.4 | \$63.3 | \$42.2 |
| Fundraising | \$0.0 | \$4.0 | \$26.1 | \$42.2 |
| Total Expenses | \$296.1 | \$354.7 | \$486.7 | \$372.6 |
| (Decrease) Increase in | | | | |
| Unrestricted Net Assets | \$11.7 | \$507.3 | (\$26.4) | \$18.2 |
| Contributions | \$250.0 | \$0.0 | \$0.0 | \$0.0 |
| Net Assets Released from Rest. | | | | |
| Increase in Temp. Rest. Net Assets | \$0.0 | (\$250.0) | \$0.0 | \$0.0 |
| Change in net assets | \$261.7 | \$257.3 | (\$26.4) | \$18.2 |
| Net Assets at Beginning of the Year | \$0.0 | \$261.7 | \$519.1 | \$492.7 |
| Net Assets at End of the Year | \$261.7 | \$519.1 | \$492.7 | \$510.9 |
| In-Kind Contributions | \$769.1 | \$793.9 | \$812.4 | \$850.0 |



Board of Directors

Hap Brakeley, *President Accenture Learning*
 Lance Bultena, *Partner, Hogan and Hartson LLP*
 Stacey Childress, *Senior Lecturer, Harvard Business School*
 Jug Chokshi, *Dean of Admin., Neighborhood House Charter School*
 Blair Crawford, *Principal, McKinsey & Co.*
 Carlin Janson, *President & Founder, New Sector Alliance*
 Roger Krakoff, *Venture Partner, Sigma Partners*

Academic

Boston University, Harvard Business School, Harvard College, Harvard Graduate School of Education, Kennedy School of Government, MIT Sloan School of Management, MIT, Stanford Graduate School of Education, UC Berkeley, UC Berkeley Haas School of Management

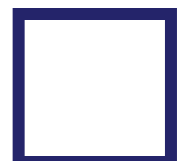
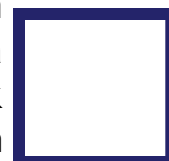
Corporate

Accenture, Bain & Co., The Boston Consulting Group, CapitalIQ, EMC, Hogan & Hartson, McKinsey & Co., Salesforce.com

Key Funders

Accenture Foundation, Charina Foundation, Corporation for National and Community Service, Frazier Family Foundation, Massachusetts Service Alliance, Maurice Pechet Foundation, Yale School of Management-Goldman Sachs Foundation

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New Sector Alliance, Inc.
99 Chauncy St., Suite 914
Boston, MA 02111

www.newsector.org