

MustardSeed
TUTORIAL CENTER

Growing young minds



2009 ANNUAL REPORT



WELCOME

I greet you on behalf of the students, staff, and Board of Directors of Mustard Seed Tutorial Center. 2009 was an historic year at Mustard Seed and I am delighted to inform you of new and ongoing developments here at the center. During the year, we provided 2,300 tutoring sessions, bringing the total number of sessions at Mustard Seed in the past four years to 10,114.

In 2009, Mustard Seed increased its capacity to raise money by an enormous amount – over 140%. Through significantly increased grant development activities, Mustard Seed raised \$135,000 more in grant revenue than in 2008. We plan to continue these grant development initiatives in 2010, creating a base of strength out of which to grow and increase our service.

Mustard Seed has made a difference in this community. Mustard Seed's main measure of improvement is the speed at which a child masters new skills. In general, children at Mustard Seed learn faster than they would without us. Consequently, our success can be gauged by how quickly our students learn compared to the baseline established by California. On average, students at Mustard Seed learn two and a half times as quickly as the rate expected by California.

2009 was an exciting season and I look forward to the coming year. I am grateful to our tutors, our volunteers, and to those who gave of their resources to this program. Without the care and commitment of these people, our important work would be impossible. I thank you for your interest, and I hope this annual report is helpful in summarizing 2009 at Mustard Seed.

Sincerely,



Eric Goddard
Executive Director



MustardSeed
TUTORIAL CENTER



ABOUT MUSTARD SEED

Mustard Seed Tutorial Center provides low-cost, high-quality academic assistance to students by helping them learn, build confidence, and experience success.



QUICK FACTS

15



Years that Mustard Seed has served the Inland Empire

\$6



Average fee paid by students at Mustard Seed for one hour of tutoring

129



Number of unduplicated students served at Mustard Seed in 2009

2,300



Tutoring sessions held at Mustard Seed during 2009

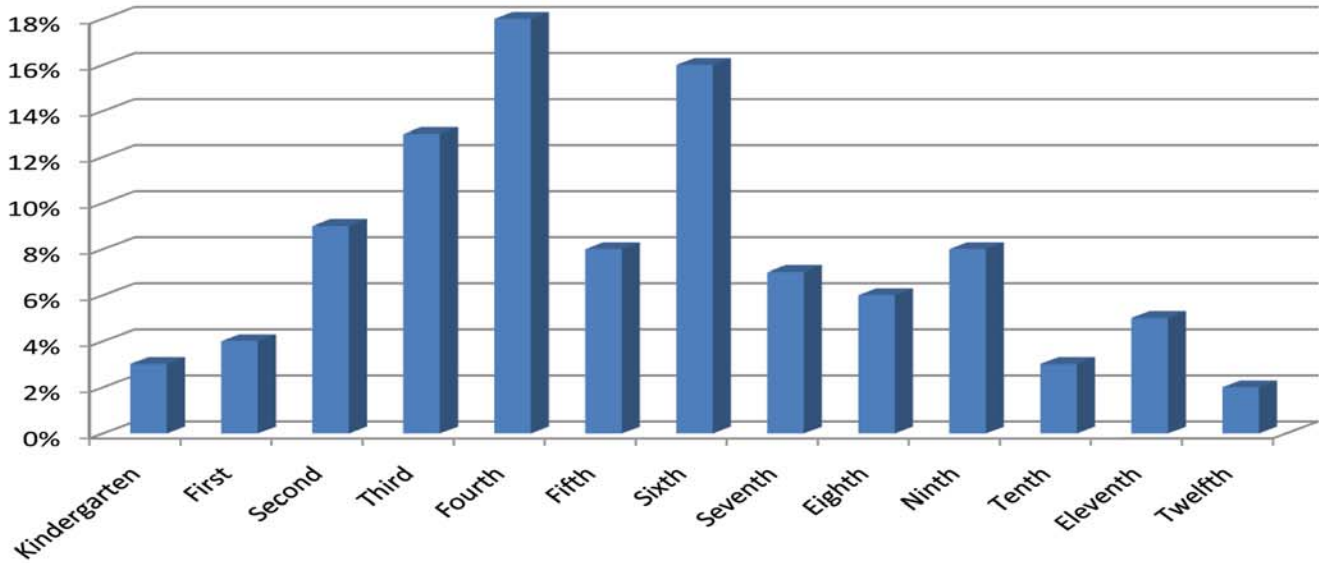
252%



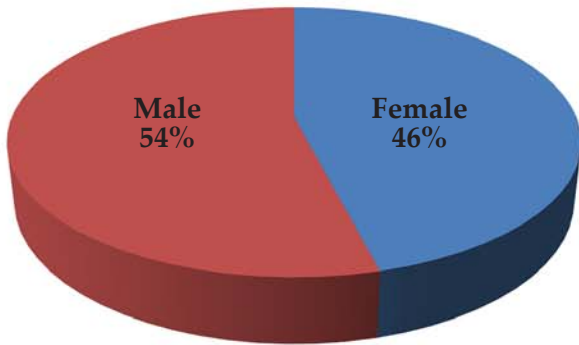
Average improvement of a child at Mustard Seed

CHILDREN SERVED IN 2009

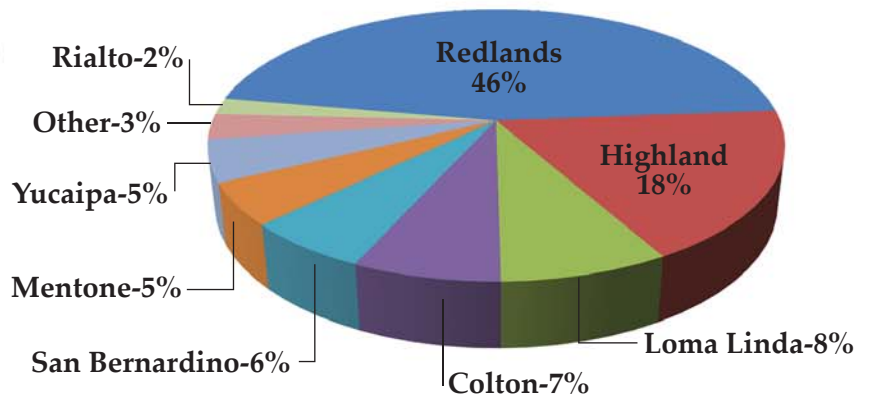
Students by Grade



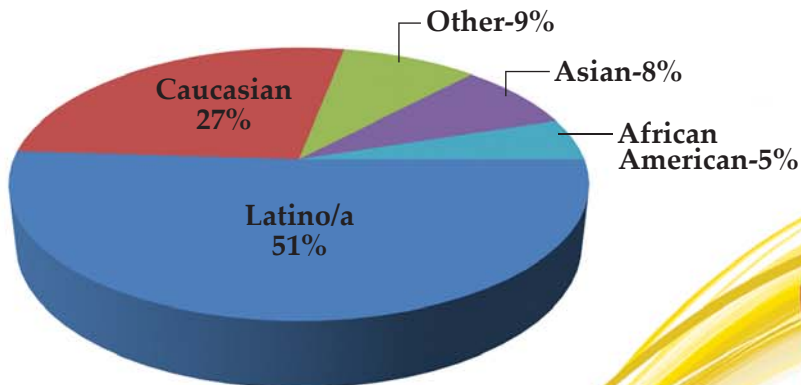
Gender



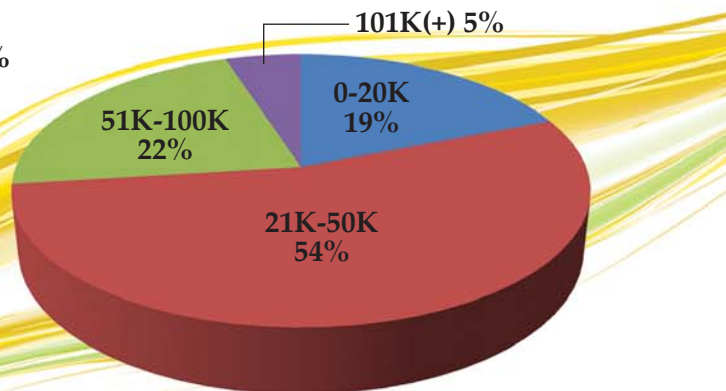
Hometowns



Ethnicity



Family Income Ranges



MUSTARD SEED IS EFFECTIVE

Effective

Jessica

I am so grateful for Mustard Seed and its staff. Before my daughter came to Mustard Seed, she was scared to ask for help. Now, her teachers have told me that she raises her hand in class whenever she doesn't understand something. She is much more confident in school, and Mustard Seed has helped her a great deal. I'm extremely grateful for everything you've done.



Martha

Sam really enjoys attending Mustard Seed. His math skills have improved and he feels much more confident when doing his homework. His tutor is kind and patient and he has enjoyed working with him so much. I'm thrilled with Mustard Seed.



Victoria & Bill

Our ten-year-old son spent about two years in a reading program at Mustard Seed. During his enrollment, we saw his reading speed and comprehension improve considerably. As a result, there was an overall improvement in school life for him—higher grades in reading and writing helped him to no longer stand out in class because of lack of fluency—which made him a happier child.



Sandra

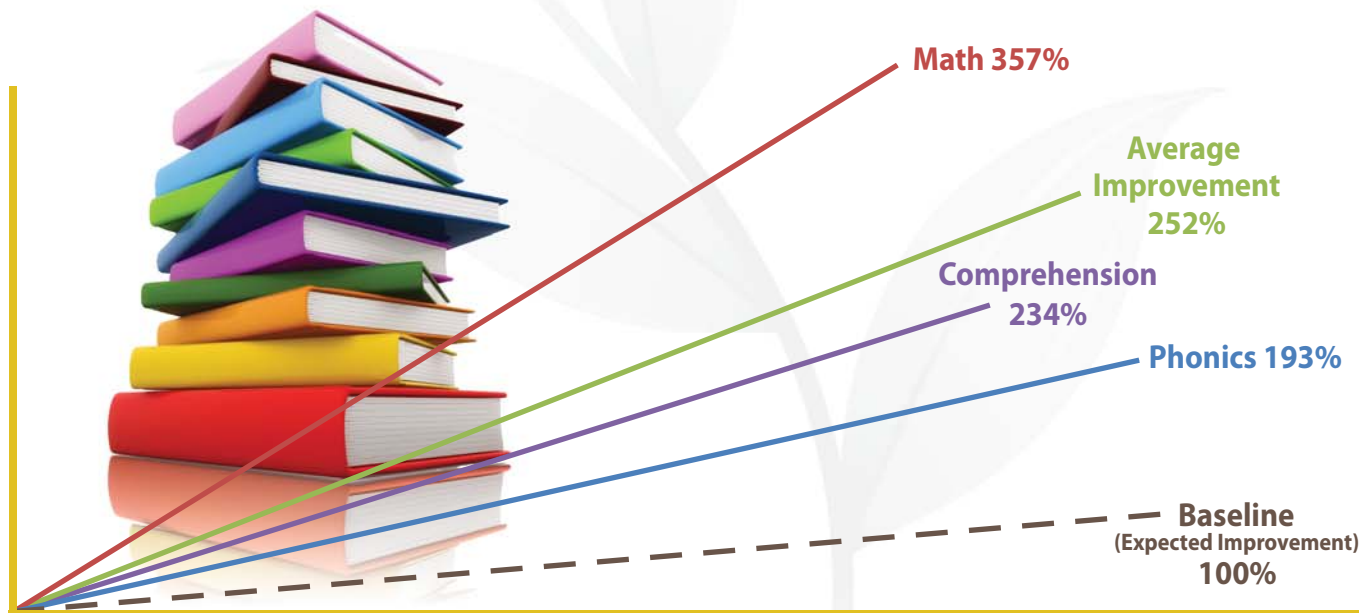
Mustard Seed has done very well for my son. The staff is very, very professional and they have worked hard and followed up on their commitments. My child really likes his tutor.



RESULTS

Mustard Seed's effectiveness is measured by how quickly students master areas of difficulty. On average, in 2009, Mustard Seed students improved two and a half times as quickly as they would have on their own.

This graph compares student improvement to the baseline rate at which students are expected to master content by the State of California.



HOW WE HELP CHILDREN

How we help children

The four-step process

1 Comprehensive Assessment

New students are tested and enrolled; individual remediation plans are developed and initiated.

2 General Instruction

Mustard Seed operates 18 subject-specific seminars that help children in common areas of difficulty, such as fractions and phonics. These seminars are highly structured and employ social learning techniques while addressing various learning modalities.

3 Targeted Remediation

Students move to one-on-one tutoring once they have completed all applicable seminars. This tutoring addresses any specific needs that remain.

4 Ongoing Support

After all remedial needs have been met, students are welcome to continue in ongoing homework support and computer-assisted reinforcement.



MUSTARD SEED FINANCES

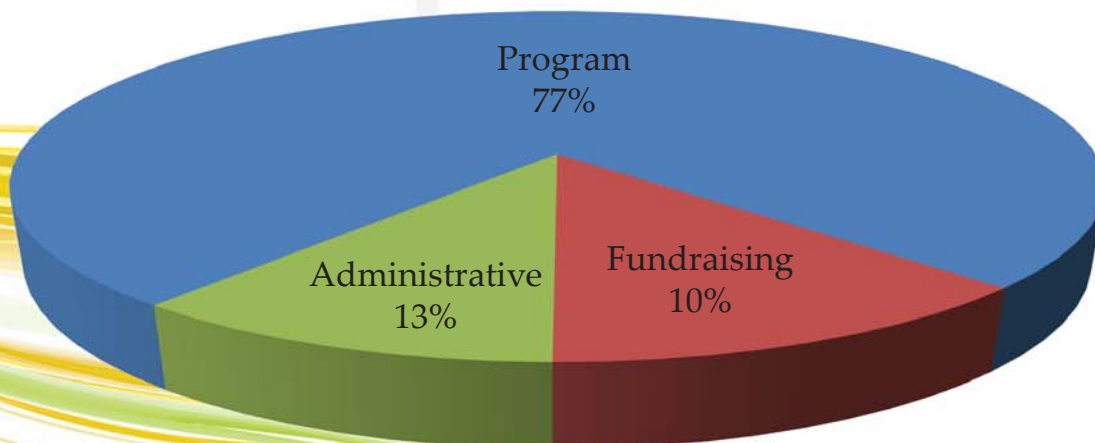
As it was for many nonprofits, 2009 was a challenging time fiscally for Mustard Seed, as charitable giving from all corners was reduced by the worsening economy. Mustard Seed was fortunate, however, and was able not only to meet budget obligations, but to finish the year with a surplus. During 2009, the agency received \$443,386 and spent \$237,942, with a net gain of \$205,444.

This extraordinary increase in assets was due mainly to a grant from Bank of America. In October, Mustard Seed was named winner of the Neighborhood Builders Award, one of just 92 nonprofits world-wide to be so named in 2009. This award provides leadership training to Mustard Seed staff in addition to a grant of \$200,000. Such a windfall gives Mustard Seed substantial reserve funds, creating strength out of which to weather the current economic crisis and prepare thoughtfully for the future.

Therefore, while the agency is planning carefully for an economy suffering from continued difficulties, the Board and staff are nevertheless confident that 2010 and future years will see continued growth for Mustard Seed.



2009 Expenses by Category



FINANCIAL STATEMENT

2009 ● 2008 ●

SUPPORT AND REVENUE

Public Support

Contributions

Individuals 33,854 52,055

Businesses 6,875 8,014

The First Baptist Church 3,190 3,000

United Way - scholarships 3,634 949

In-kind contributions 112,451 32,969

Total Public Support 160,004 96,987

Revenue, Gains, and Losses

Student Fees 8,391 7,996

Grants 273,295 38,375

Interest Income 566 2,598

Other Income 357 -

Gain on Endowment Fund 773 (5,496)

Total Revenue, Gains, and Losses 283,382 43,473

Total Support and Revenue 443,386 140,460

EXPENSES

Program Service

Tutoring Program 178,818 121,330

Support Services

Management and general 34,229 18,938

Fundraising 24,895 15,014

Total Expenses 237,942 155,282

CHANGE IN NET ASSETS 205,444 (14,822)

NET ASSETS, January 1 98,637 113,459

NET ASSETS, December 31 304,081 98,637



OUR SUPPORTERS

Mustard Seed Tutorial Center could not provide the services it offers without the financial and in-kind support of many individuals and organizations. While contributions of any size are gratefully received by Mustard Seed, there are some supporters who have made significant leadership gifts of more than \$1,000 and they are recognized below.

Organizations

- The Bank of America Foundation (\$215,075)
- The Verizon Foundation (\$24,500)
- First 5 San Bernardino (\$10,295)
- UPS Foundation (\$10,000)
- The Weingart Foundation (\$10,000)
- Union Bank (\$2,500)
- The La-Z-Boy Foundation (\$2,000)
- The Physicians of Beaver Medical Group (\$1,500)

Individuals

- Deena and Dale Barwick
- Sandy and Richard Carlson
- Mary F. (Muff) Hendon
- Dan Isham
- Katherine Kluza
- Wendy and Jonathan Peske
- Anne Sandel
- Doris Spoor
- Betty Thomas

In-Kind

In 2009, volunteer tutors donated 1,400 hours of service. At a fair value of \$20 per hour, this is a total donation of \$28,000.

The First Baptist Church of Redlands gave an estimated \$76,563 in the in-kind donation of rent and utilities for 5,159 square feet of tutoring and office space.



GOVERNANCE

Board of Directors

Richard Carlson – *President*, Professor Emeritus, University of Redlands

Dan Isham – *Vice-President*, Mortgage Sales Manager, Pacific Mercantile Bank

Julianna Browning – *Treasurer*, Associate Professor, Accounting, California Baptist University

Deena Barwick – *Secretary*, Professor of Business, California Baptist University

Rhonda Bruce – Principal, Franklin Elementary School

Mark Estey – Dentist, Professor of Dentistry, Loma Linda University

Margaret Hill – Assistant Superintendent of Schools, San Bernardino County

Lowell King – Director of Operations for Inland Empire, Goodwill Southern California

Fleury Laycook – English Teacher, Redlands East Valley High School

Nathan Lewis, III – Professor of Information Technology, California Baptist University

Andrea Mitchel – Professional Fund Developer and Grant Writer

Janell Thompson – Customer Service Representative and Parent of Mustard Seed Graduate

Kathie Thurston – Executive Director, Redlands Chamber of Commerce

Marc Weniger – Professor of Marketing, California Baptist University

Board of Advisors

James Bueermann – Chief of Police, City of Redlands

Larry E. Burgess – Director, A.K. Smiley Public Library

Ben Dillow – Retired Professor, University of Redlands

Dennis Flynn – Medical Director, Epic Management (Beaver Medical Group)

Darilyn Hester – Retired Elementary School Reading Specialist

Harold M. Hill – Retired Physician

Patricia Kohlmeier – Member, Board of Education, Redlands Unified School District

MUSTARD SEED STAFF

Eric Goddard

Eric Goddard has served as Executive Director since 2001. He oversees and leads the organization, reporting to the Board of Directors and its Executive Committee. His responsibilities include management of the operations and education divisions, fundraising, grant-writing, and community awareness.



Justine Curley

Justine Curley, Director of Operations, is responsible for the daily proceedings of the organization, including the management and scheduling of student sessions and the supervision of volunteers and paid tutors. She also manages the Human Resources and Information Technology branches of the organization and has served in this position since 2009.



Laura Landsaw

Laura Landsaw, Director of Education, oversees the curriculum, including tutor orientation and training, student assessment and goal plans, and tutor support. She has worked in this capacity since 2003.



