



SWEDENBORG
FOUNDATION

• 2016 •

ANNUAL
REPORT

ABOUT THE FOUNDATION

Founded in New York City in 1849 as the American Swedenborg Printing and Publishing Society, we have been dedicated from the start to making Emanuel Swedenborg's thought widely available. Originally, that meant distributing his books for the lowest cost possible, but in 1928 (the same year our name changed to the Swedenborg Foundation), our mission expanded to include publishing books about his ideas. Since our founding, we have sold or given away millions of books, pamphlets, and other informational materials. In entering the digital age, we have embraced new forms of communication, but our goals remain the same: to reach out, to inspire, and to inform.

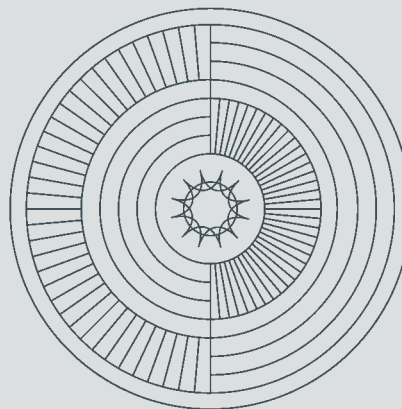


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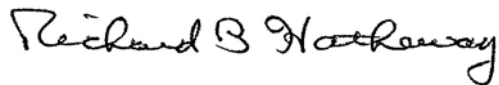
A MESSAGE FROM THE PRESIDENT

It's my honor and pleasure to report another very successful year at the Swedenborg Foundation, as we continue to expand on all fronts. In the following pages, you'll find detailed information about what we've done this year, the results we achieved, and how our supporters have played a crucial role in making this possible.

Over the past few years, our resources have been focused on expanding awareness of Swedenborg's thought, encouraging people to engage with it, and providing the tools they need to delve into the ideas presented. The numbers are more than we could have dreamed: our videos were seen more than 3.6 million times last year, and we now have 400,000 people following us on our Heaven and Hell Facebook page. The growth continues, and our relationship with our expanding audience is growing also.

So where do we go next? In September 2016, the board and staff participated in a strategic retreat to answer that very question; and while the full plan is not yet ready to unveil, we have included a preliminary report here so that the people who care about our mission as passionately as we do have the opportunity to see it and to provide feedback.

I'd like to take this opportunity to extend my thanks to everyone who has made this possible: not only the board and staff of the Swedenborg Foundation but also our members and donors, for whose support we are profoundly grateful.



Richard B. Hatheway
President
Swedenborg Foundation

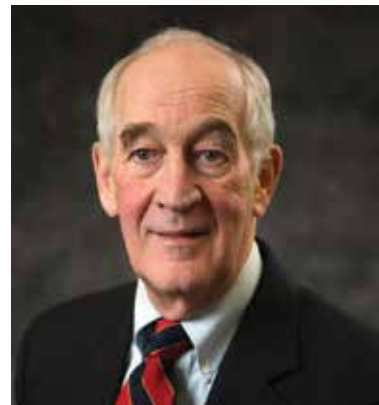


photo by: Keith Walters

INTEGRATING ONLINE AND OFFLINE CONTENT: AWARENESS, ENGAGEMENT, EDUCATION

In our ongoing quest to connect as many people as possible with Swedenborg’s thought, we have taken advantage of many years of experience in content creation. Publishing translations of Swedenborg’s works has always been part of our mission, and we have also published a wide range of books about all aspects of Swedenborg’s thought—from scholarly explorations to books aimed at general spiritual seekers.

With the added dimension of online content—in particular, our weekly webcast *Swedenborg and Life*—we’ve taken that tradition and built on it, expanding it and engaging new audiences in more personal ways than we’ve ever done before. In the process, we are establishing Swedenborg as an important, unique source of spiritual teaching in a world that is hungry for new perspectives.

In last year’s annual report, we outlined a three-pronged approach that is still very much at the heart of everything we produce:

- **Awareness:** Introduce as many people as possible to Emanuel Swedenborg’s name and ideas through online videos, social media posts, advertising, and other means.
- **Engagement:** Encourage those people to ask questions and discuss their experiences. We do this by offering tips for applying these ideas to their daily lives and giving them ways to stay in touch by following us on social media, receiving newsletters, and more.
- **Education:** Ensure that the people who have become engaged have access to free resources that let them dig deeper: free downloads of Swedenborg’s writings, longer and more in-depth videos on YouTube, and other books and resources accessible through our website.

Success for us means growing in all of those areas—not just making Swedenborg a “name” that people recognize but giving people the tools they need to really understand his ideas. In 2016, we once again hit record highs in all three of those areas.

AWARENESS

We have three primary outlets for introducing Swedenborg to new audiences: the offTheLeftEye YouTube channel; the Heaven and Hell Facebook page; and our website, Swedenborg.com.

By far the most successful of these has been, and continues to be, the offTheLeftEye YouTube channel. The channel features a weekly, hour-long program called *Swedenborg and Life* that airs live on Mondays at 8 p.m. Eastern and then remains posted on the channel for people to watch later. We constantly receive feedback from new viewers telling us that they appreciate the format, the gentle approach that encourages people to develop their own opinions, and especially the engaging personality of host Curtis Childs.

In 2016, people watched these videos 3.6 million times, representing a total of 31.2 million minutes of watch time. Not only did the number of views jump by 71 percent compared to 2015, but the amount of time that people spent watching our videos doubled. Unfortunately, YouTube does not track unique viewers, so there's no way to know for certain how many people these figures represent. However, the enormous growth, mirrored by the increase in engagement statistics that we'll share later in this report, tells us that we are reaching far more people than ever before.

The show not only helps to spread awareness through direct viewership, but it also does so by sparking conversations in other venues. Throughout 2016, Curtis was interviewed on more than half a dozen different podcasts and webcasts, some international, all aimed at spiritual seekers and people who

“Through all my life, in my religious studies I had never even heard of Swedenborg until stumbling on him via Curtis on YouTube. I was God-smacked! Speechless, and now I can’t get enough. I can’t be the only one this has happened to. I have been studying different religions since I was a child so close to fifty-some years now and I’m just now hearing the name of Emanuel Swedenborg.”

—Comment from the Swedenborg Foundation Facebook page

“I get this guy. So refreshing. Why did I just learn of his existence? This philosophy or theology makes so much sense, it hangs together so well in such a precise and self-evident way that it astounds and delights me.”

—Comment from YouTube

*“The exposure to the works of Emanuel Swedenborg has brought to me a real sense that everything is all right and that I am being directed by God. Although I have had many experiences and exposures to different religions and ways of thinking, until watching *Off the Left Eye*, I remained disconnected and confused. . . . The message for me from Swedenborg is one of God’s love and providence and a knowing that ultimately ‘all is well.’ And that is a message I needed to not only hear but take into my heart.”*

—E-mail to the
Swedenborg Foundation

want to engage with spirituality in a practical and meaningful way. We’ve also heard from college professors who are introducing Swedenborg into their curricula for the first time, resulting in some wonderful new discoveries for the students.

Our Heaven and Hell Facebook page also continues to hit new highs. Posts to this page tend to fall into two different categories: quotes from Swedenborg or related thinkers—with the Swedenborg quotes set on photos to increase visibility—and posts promoting episodes of *Swedenborg and Life*.

As of the end of 2016, about 391,000 people were following the Heaven and Hell Facebook page—a 17 percent increase over 2015. Through a type of paid marketing called “boosting,” we can reach far beyond the audience following our page; and sometimes when we do so, a quote will catch on and be shared by the people who see it. Between the number of people who follow our page and the exposure from our boosted posts, last year our posts were seen more than 34.3 million times. That, combined with the healthy growth in people following the page, tells us that this page is also reaching an ever-expanding audience.

In 2015, we had another opportunity to raise awareness in the form of a Google AdWords grant, which provides us with up to \$10,000 per month in free, in-kind advertising that appears in Google search results. We use the grant to promote Swedenborg’s thought in a variety of ways. By far the most popular ads once again in 2016 were the ones promoting free e-book downloads, allowing us to put electronic copies of the books we produce in the

hands of people from all over the world. The grant resulted in a total of 72,000 additional visits to our website throughout the year and just under 6,800 book downloads.

When we first embarked on our online expansion, our goal was to reach more than a million people in a year. There were times in 2016 when we reached that number in a week! As we shall see in the following sections, not only are we reaching new audiences, but they are becoming actively interested and involved in Swedenborg's teachings in greater and greater numbers.

ENGAGEMENT

Engagement can be defined in a number of different ways. On social media, engagement is a technical term for interacting with a piece of information—by clicking a “like” button, by leaving a comment, or by sharing something you’ve seen with friends. But we also like to think about engagement in terms of how people interact with the material, which could be asking a question, sharing their experiences, or subscribing to a channel in order to keep the flow of ideas coming.

On the most basic level of engagement, a “like” on a post or video tells us that people are absorbing the information and enjoying it enough to share with friends. From that perspective, it’s very good news to report that on YouTube, the combination of “likes,” “shares” on social media, and videos shared on playlists reached 123,000—about double last year’s figure. Our “likes,” comments, and “shares” on the Heaven and Hell Facebook page also doubled, totaling 6 million by the end of the year.

“A few months ago I had never heard of Swedenborg. Now I feel like I’ve finally found a spiritual framework that actually makes sense, and pieces of the puzzle that have eluded me for all my life are revealing themselves one after the other in dizzying succession. I still have a lot to learn, and you are a well I will be returning to again and again.”

—Comment from YouTube

“Thank you, Curtis, I came across offTheLeftEye this summer when the love of my life died in a traffic accident. I can honestly say you saved my life, though. I lost contact with God a long time ago, but now I am trying to find my way back to the Lord’s path. I thank you for what you do and send you big regards from Stockholm, Sweden.”

—Comment from YouTube

“You and Swedenborg have saved my life and my soul. I now want to know everything about God and heaven. Please keep up the great work you are doing.”

—Comment on the
offTheLeftEye
Facebook page

But what about a deeper level of engagement, where people are not only absorbing the information but thinking about it deeply enough to ask a question or leave a comment? Comments on our offTheLeftEye YouTube channel shot up 48 percent in 2016, totaling more than 35,000 by the end of the year. While Facebook no longer allows us to track the number of individual comments over a period of time, every day our moderation team gets substantive comments or questions about Swedenborg’s thought—in addition to private messages and e-mails from people who have found us online.

The increase in feedback on all levels has meant a corresponding increase in work for our moderators, the people who respond to those questions and comments on a daily basis. One of the great things we were able to do with donations in 2016 was to increase the capacity of our team of moderators, adding some to our team and increasing the amount of time others spent responding to people online. As of the end of the year, we had half a dozen staff members spending some part of their weekly schedule responding to queries.

Engagement can mean not only engagement with Swedenborg’s thought, but it can also mean engagement with us as an organization. This includes following us on social media—in the previous section, we mentioned the increase in followers on the Heaven and Hell Facebook page; we also saw a 42 percent increase in new subscribers to the offTheLeftEye YouTube channel, bringing us to just over 44,000 subscribers by the end of the year. Followers on our organizational social media and subscribers to our

e-mail list also increased significantly; but even more than that, our membership is now at its highest level in history.

While it's thrilling to see so many people inspired and uplifted by Swedenborg's teachings, ultimately our goal is to encourage people to dig more deeply into his thought and apply it to their life, and that's where education comes in.

EDUCATION

The Swedenborg Foundation was founded on the principle that the best way to get Swedenborg's thought into the world is to make his writings available as freely and widely as possible, and we continue that mission today. The New Century Edition of the Works of Emanuel Swedenborg—our ongoing project to produce modern translations of Swedenborg's works that reflect the latest scholarship in language and history—is the centerpiece of that mission. Through the support of our donors, we are able not only to continue this project but also to make the resulting translations available for free on our website and for a low cost through book retailers.

As a result of all of our activities, visitors to our website downloaded 21,753 copies of New Century Edition volumes across a variety of formats (an 11 percent increase over 2015). We continue to make the entire set of Redesigned Standard Edition volumes available for free as well, and visitors downloaded a total of 9,548 copies of those. Last but not least, we produce a number of books by other authors that help people put Swedenborg and his thought in context to apply his ideas to daily life; visitors downloaded 16,878 copies of those volumes—a total of more than 48,000 volumes distributed for the year.

“I just joined the Swedenborg Foundation because the books changed my life and I have more wisdom and love for others.”

—Comment from YouTube

“I had spent a fair amount of time praying for answers to fill the void of information I knew was missing in my life and spiritual journey. . . . Then one fine day the Foundation's YouTube channel appeared on my list of suggested videos to watch. I have been hooked ever since. I have purchased all the books and consume the information like the huge piece of fudge cake that it is—slowly . . . then come back for more.”

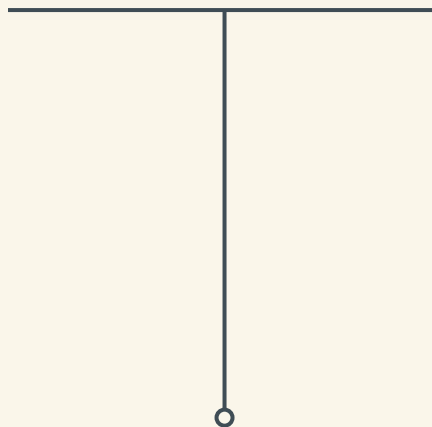
—E-mail to the Swedenborg Foundation

“Wow. . . . Just wow. I’m not the most articulate person . . . but this program and all the other ones I have watched answer so many questions for me. . . . In simple terms, it explains what it ‘all’ means. I’m learning a lot, and not in a way of, say, watching an educational video, but having an emerging understanding, and through this, I am finding a true purpose to life, in myself and in my relations with my fellow man and animals and even plant life, nature itself. Thank you. My journey continues.”

—Comment from YouTube

Swedenborg.com, however, is more than a home for free book downloads. We had more than 180,000 visitors to the site in 2016 (an increase of 39 percent over 2015), and they took advantage of all aspects of our site—book downloads, informational articles, blog posts, recaps of *Swedenborg and Life* episodes, and more. Through the use of e-mail and social media, we work to keep people coming back by continually updating the content we offer.

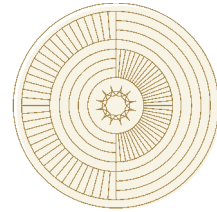
Our *Swedenborg and Life* webcast is another educational outlet. The individual episodes examine specific topics in-depth; so even if viewers only watch the channel and never explore any other resource, they can still learn quite a bit about Swedenborg’s thought. On average, people who watch our videos stay until the very end about 10 percent of the time—a total of about 360,000 video views in 2016. That figure represents a large number of individuals who were not only interested in a topic but who also dug in to learn all they could about it. •



NEW IN 2016

In this report, we talked about a lot of ongoing projects and initiatives aimed at raising public knowledge about Swedenborg. But what was new for 2016?

- After several years of consultation and planning, we launched our new logo in early 2016, resulting in a change of look across all of our products and publications. To celebrate, in June we opened a store on Redbubble.com that allows fans of the Foundation to order our logo on a wide variety of items, from T-shirts to cell phone covers.
- One of the biggest changes this year was moving the offTheLeftEye (OTLE) staff to a larger studio and office space at Bryn Athyn College. This move allowed them to have a dedicated recording space for the first time as well as providing more desk space for additional contractors. The proximity to Bryn Athyn College also allows us to recruit interns, providing the students with new educational opportunities and the OTLE staff with workflow support and fresh ideas and insights. Joining them in the new office space were two members of the New Century Edition (NCE) editorial team, consolidating our office space in the Bryn Athyn area and allowing for closer consultation between these two key teams. In other office news, we completed some much-needed repairs to the brick exterior of our West Chester building, thus ensuring the long-term stability of this historic property.



Swedenborg
Foundation



Video Art Director Matthew Childs works on an animated sequence for Swedenborg and Life.



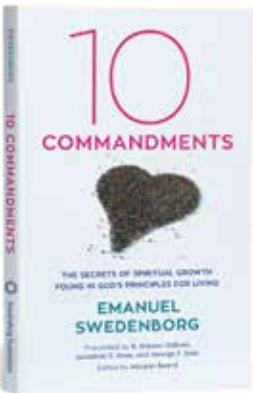
Left to right: Show contributor Chris Dum, Staff Writer Chelsea Odhner, and Video Art Director Matthew Childs collaborate on pre-production filming.



Technical Director Stewart Farmer works on graphics for an upcoming episode.



Digital Media Producer Curtis Childs (center) plans an episode with staff writers Chelsea Odhner (right) and Karin Childs (left, on screen).



- *Swedenborg and Life* celebrated its one-hundredth episode in May by broadcasting in front of a live audience for the first time. Fans of the show came from as far away as Washington DC to meet the cast and crew.
- In March, we launched the podcast of *Swedenborg and Life*, allowing fans who prefer to listen on the go to download the audio track of each episode and take it with them via their favorite podcast service.
- The New Century Edition team released the Portable edition of Swedenborg's short work *New Jerusalem*, the first time in more than a hundred years that this work has been re-translated in its entirety. (For a full report on the NCE, see the Core Content: The New Century Edition section.)
- At the beginning of 2016, we welcomed a new part-time editor, John Connolly. His primary responsibility is in book editing, but he also works on offTheLeftEye and Swedenborg.com.
- We released *Ten Commandments*, a compilation of Swedenborg's four major commentaries on the subject. Although all of these have been published separately in other works, this is the first time that they have been released in a single volume, allowing readers to compare what he wrote across decades and gain a deeper understanding.
- We reprinted and produced new e-book editions of *A Swedenborg Sampler*, *Love in Marriage*, *A Thoughtful Soul: Reflections from Swedenborg*, and *Tunnel to Eternity*.

- And last but not least, we produced a whole lot of videos:

Why Bad Things Happen
 The Four Kinds of Love
 Children in Heaven
 What the Bible Is
 Spiritual Marriage
 Sensing Your Spiritual Body
 The Meaning of Noah and the Flood
 How to Create Heaven on Earth
 The Good Thing about Hell
 The Meaning of Easter
 Everyday Spirituality
 Three Conversations with Angels
 Spiritual Fermentation
 Renewable Spiritual Energy
 The Infinite in You
 3 Simple Ways to Everyone
 When Religion Went Wrong
 The Reality of Heaven and Hell with Howard Storm
 The Power of Heaven's Angels
 How to Travel in the Afterlife
 The Spiritual Meaning of Numbers
 Spiritual Freedom
 The Four Strangest Creatures in Revelation
 The Spiritual Reality behind all Faiths

End Times and Jesus Christ
 Three Kinds of Evil Spirits
 Spiritual Insight through Gardening
 How Angels Take Care of Us When We Die
 Where Thoughts Come From
 How to Understand the Trinity
 Swedenborg 101: The Basic Nature of Everything
 The Last Judgment
 Are There Animals in the Afterlife?
 How to Live in Eternity Now
 How Spirits are Connected to Your Health
 How to Respect Spiritual Boundaries in Relationships
 Revelation: Vision of a God-Centered Life
 How to Feel the Presence of Angels
 What Will You Remember in the Afterlife?
 The Day-to-Day Process of Our Salvation
 And two series of question-and-answer shows:
 “Spiritual Questions Answered”
 and “10 Questions” •



CORE CONTENT: THE NEW CENTURY EDITION

Throughout 2016, the New Century Edition (NCE) team continued to work on the translations, annotations, indexes, and accompanying scholarly materials required for the NCE series; and it also continued to check and edit its way through the stack of manuscripts now in hand.

MILESTONES IN TRANSLATION, SCHOLARSHIP, AND EDITING

By year's end, the translation of the fourteenth volume of *Secrets of Heaven* had been completed, an event closely followed by the conclusion of the Latin consultation for the same volume. That means that only one book in the entire NCE series remains to be translated—the fifteenth and final volume of *Secrets of Heaven*.

Other major milestones of the scholarship and editorial team included:

- The print publication of the Portable version of *New Jerusalem*, which was subsequently converted into a custom-hyperlinked e-book (The Portable versions generally contain only the translation of Swedenborg's text; the Deluxe versions include the translation text as well as prefaces, introductions, notes, and indexes.) This publication is particularly significant because it is the first new English translation of the unabridged work to appear in 103 years. It leaves only one more translation to be issued from the group of five works Swedenborg published in 1758.
- The drafting of a thorough topical index for *The Shorter Works of 1758*, which was accomplished even as the edit of the translation of its four individual titles was in process
- The final edit of the majority of annotations for *The Shorter Works of 1758*
- The completion of the majority of annotations for *Revelation Unveiled*
- The drafting of the majority of annotations for *The Shorter Works of 1763*



- The commencement of editorial work on the *Marriage Love* translation
- The commencement of work on the remaining annotations of the *Secrets of Heaven* series by an independent scholar-annotator

UPDATED PUBLICATIONS

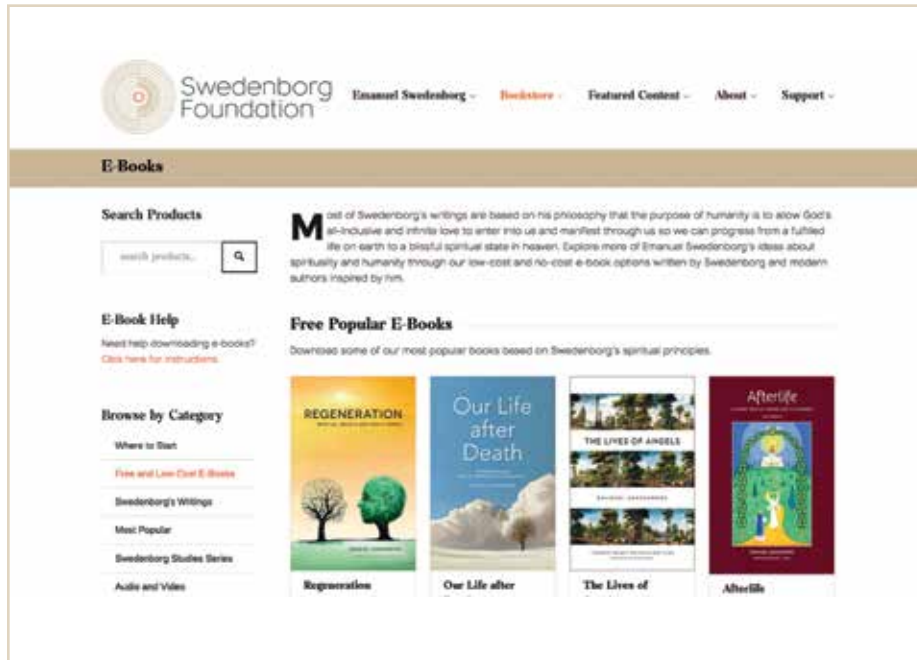
The NCE team continues to invest considerable time in updating previously published books and issuing them in new formats. This effort signals a major change from the manner with which previous translations have been treated. Instead of a translation being seen as a static and unchangeable pronouncement of “the only way to read Swedenborg,” on first publication it becomes a living text that may still undergo correction and improvement to incorporate later advances in the knowledge of Swedenborg’s writings. In keeping with this publication philosophy, after both the Portable *Heaven and Hell* and the Portable *Secrets of Heaven* vol. 1 sold out during the year, they were revisited, corrected where necessary, and polished to fit our current copyediting standards before being reissued. As one of the key trustees of Swedenborg’s publishing legacy worldwide, the Swedenborg Foundation has come to view as an ongoing process the maintenance and reissuing of fresh, scholarship-based, annotated translations of his works.



SALES AND FREE DOWNLOADS



Consistent with our marketing policy of encouraging free e-book downloads, by far the greatest distribution of NCE volumes in 2016 happened on Swedenborg.com. These free e-book downloads came to 21,747, an increase of 11 percent over 2015’s total. The most popular download this year was the PDF version of the Portable *Heaven and Hell* (at 3,274 downloads) followed closely by the number of downloads of the PDF version of *Secrets of Heaven* vol. 1 (at 2,811 downloads). This activity brought the total free downloads of NCE



The Swedenborg Foundation website's free and low-cost e-books page.

volumes (since project inception) to 221,682, easily surpassing the 200,000 milestone mentioned in last year's report.

On the sales front, in 2016 the Swedenborg Foundation sold 1,846 printed NCE volumes—a slight increase over 2015—and 136 audiobooks. Our sales of NCE e-books dipped ever so slightly from last year's 2,642 units to this year's 2,508 units. Combined, these sales of units in all categories ran just under the total of sales during 2015—in 2015, the total number of NCE titles sold was 4,529; in 2016, it reached 4,354.

FUNDRAISING

Donors now can give to the NCE either directly or through the Canopy Project, an initiative launched by the Swedenborg Foundation in 2015. In addition to Canopy Project funding, in 2016 the NCE received some funds earmarked specifically for the NCE. These totaled \$42,450 and came to us from eighty-three donors. Without Canopy Project and direct contributions, we would not be able to carry out our mission of bringing the authentic core of Swedenborgian thought to readers and seekers around the world. We are deeply grateful for this ongoing support. •

STRATEGIC PLANNING: 2017 AND BEYOND

In 2012, the Foundation's board met for a strategic retreat that resulted in a historic change in direction—a shift in focus from reaching new audiences through printed books to reaching new audiences online. That new focus achieved a level of success that we could never have expected, and by 2016 we were faced with a new question: where do we go next?

In September 2016, board and staff gathered for another strategic retreat, once again engaging an outside facilitator to assist with the planning process. Using a top-down system where we started from our highest potential and then worked our way down to concrete goals, everyone agreed fairly quickly that the Foundation's ultimate goal is to make the world a better, happier place by introducing as many people as possible to Swedenborg's teachings. There was also agreement that our mission statement continues to be valid:

The mission of the Swedenborg Foundation is to foster an affirmative, informed, and increasingly broad engagement with the theological message disclosed by Emanuel Swedenborg.

From there, the group developed four aspirations that would guide our planning for the next few years. One of those aspirations had to do with our internal systems, and the other three were content-focused:

- Foundation reaches out and engages millions of people around the world
- Foundation facilitates a breakthrough in scholarship in which Swedenborgian thought is recognized as contributing to a new understanding in the physical sciences, social sciences, arts, or humanities
- Foundation board and content are balanced with respect to denominational interpretations of Swedenborgian thought

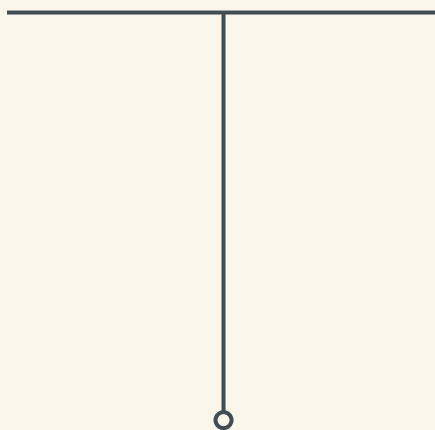
There are many possible steps to achieving those aspirations, and part of the work that we will be doing as an organization over the coming months is to narrow in on more specific steps that need to be taken in order to achieve our goals. However, several parts of this process are already clear.

We affirmed that we will continue on our path of using online media to reach new audiences while being alert for opportunities in new technology and new media outlets. We anticipate that the offTheLeftEye YouTube channel is going to remain the focus of our online activities for the foreseeable future, and are exploring ways to continue growth without compromising the long-term stability of the organization.

Over the long term, there is a desire not only to complete the initial phase of the New Century Edition translations but also to go on and continue translating his posthumous and pre-theological works. One of the emerging concepts in our strategic discussions is “ongoing core content”—the understanding that translation isn’t a once-and-done project; it’s work that needs to be maintained continuously in order to keep current publications fresh and bring new works into print.

We are also committed to encouraging scholarly research into Swedenborg’s context and influence, with the goal of highlighting his ongoing importance in today’s world and perhaps even contributing to a breakthrough that changes the world for the better.

We are looking forward to all this and more in the years to come. •



FINANCES

We ended the 2016 fiscal year in great shape once again: our spending came in under budget, our income was higher than expected, and our investment value was steady. Below is a breakdown of our programs and spending as well as our income sources and current assets.

PROGRAMS AND EXPENSES

Our total expenses for 2016 were approximately \$1.66 million, reflecting increased spending on our online programming that was made possible by grants and by generous donor support.

Online media production—including our YouTube programming, our social media outreach, and our website—was our single largest program in 2016, with a total expenditure of \$606,832, or 37 percent of our overall spending. It should be noted that just under \$120,000 of this figure represents an in-kind grant from Google that allows us \$10,000 per month in free advertising. Thus the actual cash spent on this program by the Foundation was \$487,577, which is an increase of approximately 20 percent over 2015.

Our second-largest program was the New Century Edition translation series, where expenses were even with 2015 at \$400,580, or 24 percent of our total spending.

Although publishing books is no longer our strategic focus, we continue to produce books on Swedenborg’s thought for a broad range of audiences. Expenses related to book production were \$142,965 in 2016—a decrease of 9 percent from 2015, reflecting an ongoing effort to streamline costs in this category. Book publishing is currently 9 percent of our overall spending. We also engage in other

2016 SPENDING BY PROGRAM



promotional activities—for example, attending conferences—which accounts for another 3 percent of our spending.

In terms of supporting costs, our administrative expenses were about even with last year at \$343,821, while fundraising costs decreased to \$110,501 (6 percent of our overall budget).

For a more detailed breakdown of our expenses by program, please see the statement of functional expenses on page 21.

INCOME

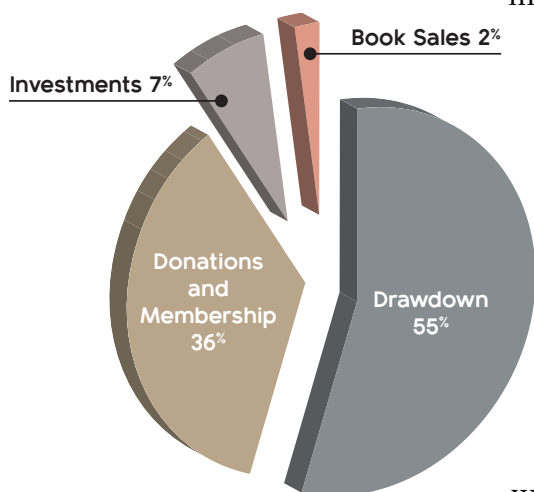
In 2016, as in most years, the majority of our operating funds were drawn from our endowment, the majority of which is invested in stocks (see below). For budget purposes, we treat this drawdown—which is limited to 4.5 percent of the endowment value to ensure sustainability—as income.

Beginning in 2016, we shifted to a slightly different funding model for the NCE; the board has established a \$2 million completion fund to conclude the first phase of the project. That \$2 million is deducted from our net assets before calculating our base (4.5 percent) drawdown figure. In addition to our base drawdown, we use additional money from the completion fund to cover NCE expenses. Combining those two figures, our drawdown for the year was approximately \$930,000.

We were blessed in 2015 to receive some very generous donations to help with online expansion; while those donations were booked as income in

2015, approximately \$185,000 was applied to the 2016 budget. In addition, we received \$426,000 in grants, donations, and membership fees, of which approximately \$120,000 was represented by the in-kind grant from Google mentioned above in the Programs and Expenses section. Our 2015 and 2016 donations and membership together accounted for \$611,000 of our income in 2016.

Other funds applied against this year's spending were \$117,000 in investment income and \$40,000 in book sales.



SOURCES OF OPERATING FUNDS

SWEDENBERG FOUNDATION SCHEDULE OF FUNCTIONAL EXPENSES YEAR ENDED DECEMBER 31, 2016

	Program Services					Supporting Activities					
	Book Distribution — SF	Book Distribution — NCE	Online Programming	General Promotion	Total Program	General and Administrative	Fundraising	Total Supporting	GRAND TOTAL		
Salaries	66,415	13,669	243,373	34,383	357,840	117,593	51,974	169,567	527,407		
Creative Contractors	15,000	344,081	100,456	0	459,537	0	0	0	459,537		
Professional Fees	0	3,567	14	0	3,581	100,088	454	100,542	104,123		
Books Distribution Costs	35,081	17,104	905	0	53,090	497	0	497	53,587		
Marketing	3,958	9,349	184,097	1,011	198,415	106	0	106	198,521		
Membership & Development	0	0	0	0	0	1,022	42,830	43,852	43,852		
Medical and Dental Insurance	7,416	1,529	27,126	5,779	41,850	24,757	4,678	29,435	71,285		
Payroll Taxes	7,386	1,298	21,737	3,357	33,778	12,287	4,859	17,146	50,294		
Employee Benefits	5,007	919	16,305	2,517	24,748	7,693	3,764	11,457	36,205		
Occupancy Expense	0	8,074	4,736	0	12,810	17,005	0	17,005	29,815		
Transportation	0	0	0	686	686	37,397	0	37,397	38,083		
Supplies	(70)	0	7,583	0	7,513	10,804	0	10,804	18,317		
Conferences and Conventions	200	0	0	2,743	2,943	6,316	0	6,316	9,259		
Postage and Fulfillment	(397)	404	55	0	62	4,260	16	4,276	4,338		
Telephone	0	0	0	0	0	7,880	0	7,880	7,880		
Miscellaneous	802	386	445	0	1,633	4,578	1,926	6,504	8,137		
Expenses before Depreciation	140,798	400,380	606,832	50,476	1,198,486	352,283	110,501	462,784	1,661,270		
Depreciation	2,167	200			2,367	18,497		18,497	20,864		
Expenses Subtotal	142,965	400,580	606,832	50,476	1,200,853	370,780	110,501	481,281	1,682,134		
Less Expenses Included with Revenues						26,959		26,959	26,959		
Total Expenses	142,965	400,580	606,832	50,476	1,200,853	343,821	110,501	454,322	1,655,175		

Investments

Our endowment is invested in a combination of stocks and real estate investment trusts (REITs). The stocks are managed by Vanguard and are invested in a mix of funds that include domestic stocks, international stocks, and fixed-income instruments like bonds. Due to volatility in the market, our stocks dropped slightly in value over the course of the year, ending 2016 at about \$14.9 million.

Our REITs investments, which are managed by the Curry Poole Group, were valued at \$1.68 million at the end of 2016, representing a slight decrease from 2015.

Taking into account our investments, cash on hand, property, and other assets, our total net assets as of the end of 2016 were \$17.7 million.

Membership and Donations

In 2016, we received approximately \$426,000 from memberships and donations (excluding donations from 2015 that were applied to the 2016 budget).

Our donations came from two major sources: grants from institutions and individual donations. Our institutional grants accounted for a total of \$237,000 (including the Google grant noted above). Our donations from individuals stood at \$173,000, a 9 percent decrease from 2015. Despite the decrease, we had a 10 percent increase in the number of people making donations and a 22 percent growth in new donors, so the potential for the future is bright.

We also had a landmark year for membership, reaching 668 members by the end of 2016. This is a 10 percent increase over 2015, and so it is once again the highest our membership has been since we began keeping records. We feel truly blessed to have so much support, both within the Swedenborgian community and from new members. •

Our 2016 financial statements were audited by the firm of Alan Ross & Company PC. You can obtain our auditor's full report by contacting our business manager, Valerie McLaughlin, by phone at (610) 430-3222, ext. 108; by e-mail at vmclaughlin@swedenborg.com; or by writing to 320 North Church Street, West Chester, PA 19380.



INVESTMENT ALLOCATIONS

U.S. STOCKS	41%
International Stocks	27%
Fixed Income	21%
REITs	11%

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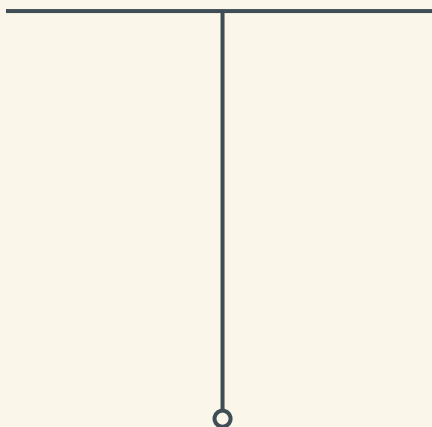
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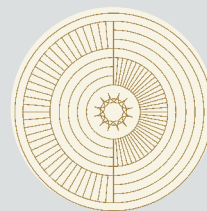
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