

Phillips Brooks House Association



phillips brooks house association

ANNUAL REPORT

students and communities partnering for social change

Our Mission

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The Phillips Brooks House Association strives for social justice. As a student-run organization, we draw upon the creative initiative of students and community members to foster collaboration that empowers individuals and communities. Through social service and social action, PBHA endeavors to meet community needs while advocating structural change. PBHA seeks to promote social awareness and community involvement at Harvard and beyond.



The View from PBHA's Balcony

A message from the current PBHA President, Carolyn Chou '13, and Class of 1955 Executive Director, Maria Dominguez Gray.



There is a principle of leadership central to student development at PBHA. Heifetz's "Get on the Balcony" encourages us to take a step back and view an organization through a wider lens, similar to watching a basketball game from the rafters as opposed to courtside like a player, fan, or coach. "Getting on the balcony" is about taking stock, about analyzing effectiveness from without, not within. FY 2012 was truly a "Get on the Balcony" year at PBHA, and the perspective we gained from several factors, including a comprehensive organizational assessment, the spotlight of national recognition, evolving technology, and the vision of new staff leadership, are already shaping our future direction.

Organizational Assessment

The technical assistance grant we received from the Black Ministerial Alliance to strengthen performance management at PBHA kicked off our year of change. At an inaugural, day-long theory of change workshop, and in the months that followed, we wrestled with substantive questions about how to define quality, about whom and what we wanted to impact, and about how to align programming while leaving room for individual program initiative. In the end, we benefitted from a process that actively sought out the voices of families, children,

and volunteers to shape a unifying mission statement and five long-term outcomes for all of PBHA's youth programs. The work we did and the outcomes we defined in FY 2012 have laid the foundation for a comprehensive assessment strategy to help us better understand and improve our impact.

National Recognition

PBHA was challenged to consider the impact of our programmatic model and role in addressing social issues on a broader stage with the receipt of two national awards. First, the National Summer Learning Association (NSLA) recognized our work to address learning loss among the children in PBHA's Summer Urban Program with one of only five Excellence Awards. In November, we had the privilege of attending the NSLA national conference in San Francisco, where we shared the best practices of the SUP model while learning about those of our peers from throughout the country. Winning the NSLA award has dramatically heightened our internal focus on addressing summer learning loss and increased the dialogue we are having with local and national partners about the PBHA's role in those efforts.

Second, PBHA received The Jenzabar Foundation Student Leadership Award, which recognizes innovations in student-led service and commitment to making a difference

through humanitarian endeavors. The award was presented at the Millennium Campus Conference, which brings together more than 1,000 student leaders, advocates and celebrities to discuss service relating to economics, global education, global health, public policy, environment, and technology. Again, the recognition prompted a balcony perspective about PBHA's student leadership and innovation in service.

Evolving Role of Technology

This past year marked a turning point in the use of technology to strengthen systems that help us capture, track, and share information. In finance, we introduced the online Budget Expense System Tracking (BEST) report with two main goals: (a) to provide a tool for more accurate budgeting on an individual program level and (b) to strengthen income and expense tracking for programs throughout the year.

To strengthen internal communication, PBHA developed an intranet through Google for Non Profits to ensure that all program directors are up to date on program their programs and PBHA's overall work. It will also become a hub for PBHA, allowing consistent and user-friendly access to resources directors need to continue running their programs at a high quality. To improve our external communications, PBHA has developed a new Email Marketing System using MailChimp.

(continued on page 3)

Continued from page 2

Through MailChimp, PBHA can tailor messages sent to supporters, alumni, and current volunteers based on their relationship to our organization. We see this system as one of many tools we will use to reengage alumni and deepen our community partnerships.

New Staff Vision

Those opportunities to consider PBHA from the balcony were further enhanced by the vision of new staff leadership. Maria Dominguez Gray, who served as the Deputy Director of PBHA for 12 years, was hired by the Board of Trustees to serve as the new Class of 1955 Executive Director upon the promotion of Gene Corbin to Assistant Dean of Student

Life for Public Service. Additionally, we welcomed a new Financial Administrator, Ran Alix Garth, a new Training, Reflection, and Evaluation Coordinator, Jesse Leavitt, and reinstated the Non-Profit Management Fellow position with the hiring of Christopher Loney '11, who formerly served as PBHA's Vice President.

Reflection is a cornerstone of PBHA's public service leadership development, and it is important for the organization as a whole to reflect whenever the opportunity presents itself, as it did this year. We continue to recognize areas of growth and development as a constantly changing organization, but, in some

ways, the old saying is truer of PBHA than almost anywhere—"the more things change, the more they stay the same." There is a core commitment to social justice, community partnership, and student leadership that seems to transcend the generations and is a major part of what we reconfirmed standing on the balcony this year. Come on up—the view is awesome!

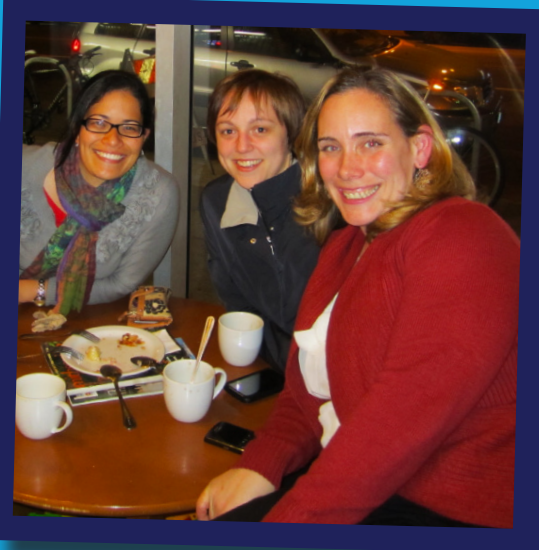
Sincerely,

Carolyn Chou '13

PBHA President

Maria Dominguez Gray

Class of 1955 Executive Director



Maria visiting PBHA alumnae Veronica Rivera '02 and former PBHA President Frances Tompkins '09.

Maria Dominguez Gray Becomes PBHA's New Executive Director

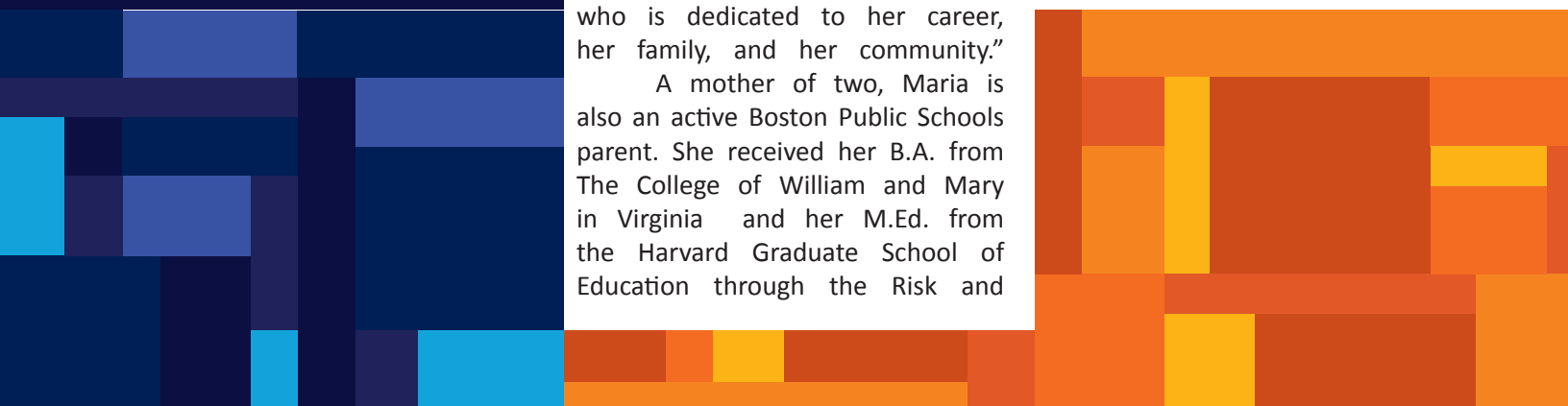
After serving as the Deputy Director of PBHA since 1999, Maria Dominguez Gray was promoted as the organization's Class of 1955 Executive Director, the first female to hold this position.

She assumes a directorship vacated by former Executive Director Gene Corbin, who accepted the newly created Assistant Dean of Student Life for Public Service position at Harvard College. After an extensive search process, the Board of Trustees unanimously voted to hire Dominguez Gray. PBHA Board Member and alumnus, Mina Markarios '06 stated, "I think Maria will serve as a great role model for all students of a strong, motivated woman who is dedicated to her career, her family, and her community."

A mother of two, Maria is also an active Boston Public Schools parent. She received her B.A. from The College of William and Mary in Virginia and her M.Ed. from the Harvard Graduate School of Education through the Risk and

Prevention program. She was born in Boston, grew up in Arlington, Virginia, and currently resides in Roxbury.

Those who know Maria assert that she will undoubtedly continue and contribute to PBHA's legacy of excellence. Current PBHA President, Carolyn Chou '13, remarked that "[Maria's] impact already is clear; every alumnus that I meet has been touched by Maria's care and honesty, and I think many of us would say that we are truly better and more thoughtful leaders because of Maria. I know her passion for the organization and commitment to community will help PBHA continue to grow and build on the progress we have made as an organization thus far."





Team Officers poses for its first group photo after successfully completing a multi-day intensive training seminar on Non-Profit Management, presented by PBHA staff and outgoing officers.



Summer Urban Program Receives National Learning Award

PBHA was honored to receive one of five Excellence Awards through the National Summer Learning Association in recognition of our ongoing work to address learning loss among the children we serve in the Summer Urban Program (SUP). This recognition is granted to programs that demonstrate excellence in accelerating academic achievement and promoting healthy development for young people between kindergarten and 12th grade. The award is given annually based on an extensive application and interview process that elicits information on a program's history, mission, goals,

management, staff development, partnerships, results, and sustainability.

Sarah Pitcock, senior director of program quality at the National Summer Learning Association, lauded SUP staff, commenting that "the level of collaboration among students in planning the program is remarkable."

In November, representatives from PBHA attended a national conference in San Francisco where PBHA received the award. Our team

presented a best practice workshop for organizations in attendance. Our efforts to reduce summer learning loss were also recognized locally. PBHA was asked by Boston Beyond and Building Educated Leaders for Life to serve as advisors to help shape Boston's summer learning loss strategy. These awards and opportunities affirm the critical role that PBHA's SUP plays in closing the educational achievement gap.

PBHA seniors of the Class of 2011 gather with staff outside of Phillips Brooks House after a special reception honoring them during commencement week.



PBHA Annual & Summer Urban Program

Top Billing (\$20,000 or more)

Action for Boston Community Development, Inc.
Kenneth & Yvonne Aldrich (Renaissance Charitable Foundation)
Associated Grant Makers of Massachusetts (Summer Fund)
Boston Center for Youth & Families
Boston Public Schools
Boston Summer Feeding
Boston Youth Fund
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Harvard President's Public Service Fund
Harvard Public Affairs & Communications
Harvard Undergraduate Council
Massachusetts Housing & Shelter Alliance
Massachusetts Service Alliance (Commonwealth Corps)
Partners Health Care Systems - Brigham & Women's Hospital
Raymond P. Lavietes Foundation

Top Billing (\$10,000 - \$19,999)

Cambridge Public Schools
Chinatown Trust Fund (Boston Redevelopment Authority)
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Mayor's Summer Youth Employment Fund
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 take some time away from
 painting and planting while
 on an Alternative Spring
 Break Trip to New Orleans.*

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*Campers from the Summer Urban
 Program's Boston Refugee Youth
 Enrichment participate in a sackrace
 at PBHA's annual Midsummer
 Celebration, attended by 1,200 youth,
 families, and community partners.*

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The founder of YouthBuild USA, Dorothy Stoneman '63 received PBHA's Robert Coles "Call of Service" Award and delivered the 5th annual "Call of Service" Lecture to a crowd of students, community partners, and constituents at Harvard's Memorial Church.

Dorothy Stoneman '63, Founder of YouthBuild USA, Delivers 5th Annual Robert Coles "Call of Service" Lecture



This year, PBHA was honored to present the Robert Coles "Call of Service" Award to the founder of YouthBuild USA, Dorothy Stoneman '63.

Stoneman's life work has focused on providing opportunities for low-income, at-risk teens and young adults to gain tangible workforce skills and offering additional support to allow them to attain academic success. YouthBuild challenges its participants to take on leadership and responsibility through community service and relationship building. In selecting Stoneman to receive this award, PBHA sought to affirm the values of YouthBuild and Stoneman, values that closely align with the mission and goals of PBHA programs like Leaders! and the Summer Urban Program.

In her lecture as well as a pre-lecture discussion panel, Stoneman commented on the difficulty of doing intense service and called for

individuals to develop support systems and to use those systems often. She remarked on the necessity of doing direct service in partnership with political forces, citing that if it were not for federal funding and allies in the legislature, YouthBuild could not exist at the level at which it does today. Finally, she left the audience with 17 lessons learned, which ranged from holding oneself accountable to the people one serves to the importance of not vilifying opponents.

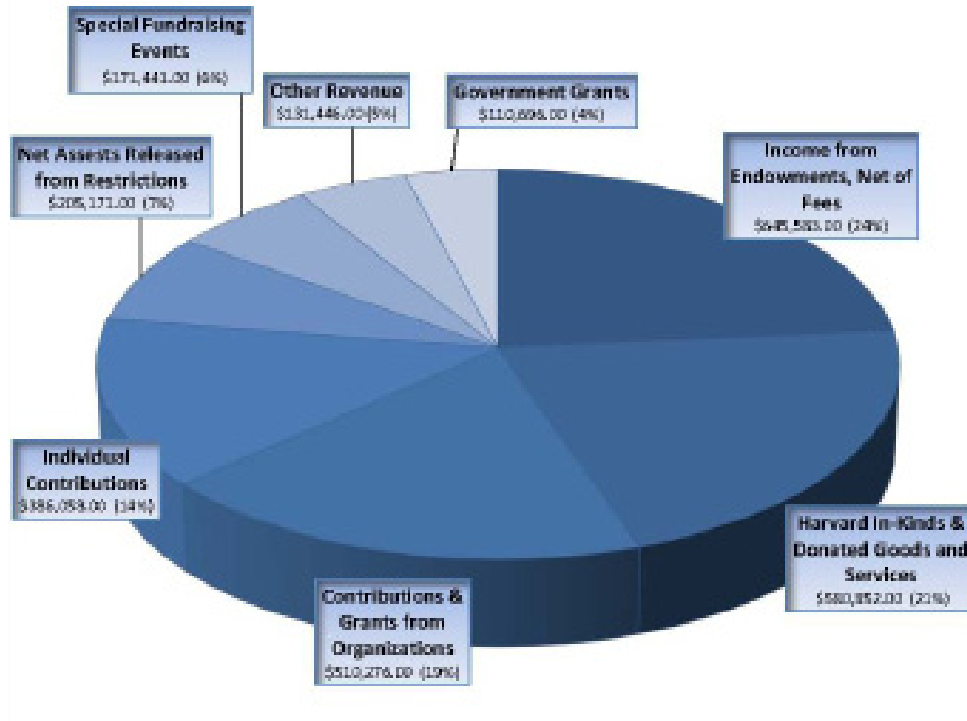
The Coles Lecturer is chosen because PBHA and PBHA's Alumni Association feel that he or she

exemplifies and embodies PBHA's mission that we are all one community that must work together to achieve social justice. Past recipients of the award include Marian Wright Edelman, Al Gore '69, Geoffrey Canada, Ed.M. '75, and Arne Duncan '87. The award and lecture are named after former PBHA volunteer, trustee, and longtime Harvard faculty member, Dr. Robert Coles '50. Over the course of his prolific career, Dr. Coles has received the Pulitzer Prize, the MacArthur Award, the Presidential Medal of Freedom, and the National Humanities Medal.

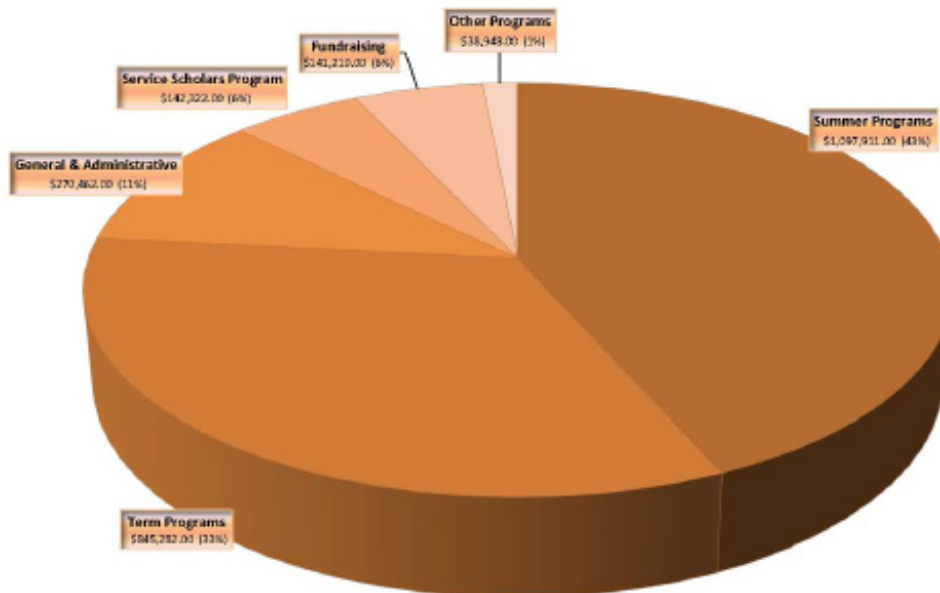
Honoree Dorothy Stoneman '63 sits with PBHA President Ekene Obi-Okoye '12 before delivering her lecture. Stoneman's lecture highlighted the importance of support networks for individuals struggling with the difficulties of social justice work.



Operating Revenue FY12: \$2,741,523



Operating Expenses FY12: \$2,536,135



Condensed Statement of Financial Position for the Year Ended January 31, 2012

Current Assets:	\$1,799,321
Temporarily Restricted Assets:	\$74,042
Endowments & Investments:	\$2,867,182
Net Property & Equipment:	\$154,442
Total Assets:	\$4,894,987
Total Liabilities:	\$315,504
Net Assets:	\$4,579,483

Condensed Statement of Activities for the Year Ended January 31, 2012

Total Operating Revenue & Support:	\$2,741,523
Total Operating Expenses:	\$2,536,135
Change in Net Assets from Operations:	\$205,388
Total Net Assets, Beginning of Year:	\$4,368,282
Total Net Assets, End of Year:	\$4,579,483

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Maria Dominguez Gray [ex officio]
Harlan Downs-Tepper '13 [ex officio]
Lauren Gooden '13 [ex officio]
Heather Henriksen [ex officio]
Andrew F. Iannone '12 [ex officio]
Kristiana Laugen '13 [ex officio]
Melissa Luna '03
Ekene I. Obi-Okoye '12 [ex officio]
Mina S. Makarious '06
Jazmin Perez '12 [ex officio]
Adeola Salau '13 [ex officio]
Tamara Tai '98
E. Abim Thomas '96
Andrew E. Vincent '13 [ex officio]
Mark Warren [ex officio]
Misa M. Yasuda '13 [ex officio]
Linda Zhang '12 [ex officio]

PBHA Looks Long-Term Towards Performance Management

In 2011, PBHA received a grant from the Black Ministerial Alliance Capacity Tank for technical assistance and support for improving our performance management systems, all taking place over

a 18-month period. This process has inspired volunteers and staff to think very deeply about PBHA's mission, structure, and goals for the youth. The process began with an all-day theory of change workshop. In that workshop, PBHA identified two significant areas of growth: decision-making processes among leadership and solidifying outcomes toward which our summer, afterschool, and mentoring programs should be working.

Initial progress towards identifying appropriate decision-making processes focused on securing agreement across the governing bodies of PBHA. Key organizational decisions under the categories of mission, scope of programming, and volunteer accountability were pre-

sented to Cabinet, staff, the Board of Trustees, and Team Officers.

The Performance Management working groups focused on aligning long-term outcomes and developing program-specific

logic models for all of PBHA's youth programs. Stakeholders from our summer, afterschool, and mentoring programs worked to identify the short-term and intermediate outcomes that programs could use as indicators for long-term outcomes. Additionally, efforts have begun to develop evaluative tools and implementation strategies to show the effectiveness of our youth programs and provide insight on points of improvement. PBHA plans on implementing these evaluative tools in each youth program. Soon, PBHA will be able to provide concrete data to longitudinally track the acquisition of each long-term outcome in each youth participant.

PBHA Staff

Maria Dominguez Gray, Executive Director
Louise Wills, Senior Development Coordinator
Ran Alix-Garth, Financial Administrator
Robert Bridgeman, Director of Programs
David Dance, Director of Programs
Kerry McGowan, Director of Programs
Kate Meunier, Director of Programs
Jesse Leavitt, Training, Reflection, and Evaluation Coordinator
Phyllis Fallon, Accounting Assistant
Steve Griffin, Vehicles Coordinator
Christopher Loney, Non-Profit Management Fellow

PBHA's Long-Term Youth Outcomes Are...

Academic Success
Community Engagement
Positive Relationships
Healthy Life Choices
Sense of Future

pbha.org/youthoutcomes

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