



# ANNUAL REPORT

Phillips Brooks House Association  
Fiscal Year '13



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## Our Mission

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.





# Building Future

A Message from President, Katelin Meakem '14,  
and Class of 1955 Executive Director,  
Maria Dominguez Gray, Ed.M '94

PBHA has established a legacy of building a better future through the leadership of current volunteers, the opportunities program provide, the mentorship of community partners, and the continued dedication of its alumni. The staff and student leadership transitions that characterized FY13 helped us celebrate PBHA's legacy while examining, with fresh eyes, how we continue to strengthen and sustain it.

With new executive and deputy directors and a newly elected officers team, we opened the fiscal year retreat with a reflection based on the American Indian principle of Seven Generations. The principle challenges us to be mindful of how the actions we take today will impact generations to come and to embrace our obligation as stewards of that future. Recognizing that we are stewards of PBHA, we worked this year to define the values, outcomes, and approaches that inform our collective outcomes. We took key steps towards strengthening our programming, organizational capacity, student leadership, and alumni engagement.

In FY13, PBHA continued to build equal opportunities for those with limited access so that they may improve their lives and bolster their communities. PBHA's programs, ranging from children's services to shelter for the homeless, collectively address barriers to education, human rights, and basic needs. Building on 2011's organizational initiative to define long term outcomes for our youth services, PBHA's afterschool and summer programs introduced innovative assessment strategies to better understand our impact and make needed program improvements. PBHA's newest program, Harvard College Alzheimer's Buddies, expanded services to the elderly and fostered awareness of obstacles patients face.

"Data driven social justice" served as the mantra this year for an organizational culture shift to improve evaluation and institutional memory systems. We successfully launched PBHAFORCE, a comprehensive database that allows us to better track PBHA's impact on our student volunteers and program participants. Additionally, PBHA's board, student leadership, and staff codified decision-making systems to inform how we can make organizational improvements based on what we learn.

Finally, this year, we worked to build reflective student leaders and an extended community committed to a shared vision of social justice and the hard work that gets us there. In a joint retreat with PBHA-Alumni, we outlined a strategy to build a stronger alumni community that will benefit from connections with one another and will help support the current undergraduates and programs. Following the Robert Coles "Call of Service" Lecture and Award, which celebrated the organizing work of Ernesto Cortes, Jr., undergraduates and alumni engaged in a discussion about how to strengthen PBHA's dual mission of meeting direct service needs while addressing structural change. In a testament to the leadership development impact of PBHA programs, we were proud, for the first time, to elect three students officers who had previously been involved as high school (and for one, elementary school) participants.

As we continue to build a better future together, our hope is that we also continue to remain stewards of the unique experience PBHA affords student volunteers and of a shared commitment to meaningful service, social action, reflection, and relationships that define that experience. We thank everyone who was a part of continuing PBHA's legacy in FY13 and look forward to the future seven generations to come.

***Yours in service,  
Kate & Maria***



# BUILDING COMMUNITY

Programming is the heart of what we do at PBHA. Operating and staffing 83 programs, PBHAers prioritize service tied to participant-identified outcomes. This year, building off of a recently completed technical assistance grant, PBHA established logic models for its afterschool, mentoring, and summer youth programs. Finally, PBHA also made progress on an organizational priority to deepen its service to the elderly.

## A Plan Moving Forward *Individualized Support Plans Implemented for Leaders! Teens*

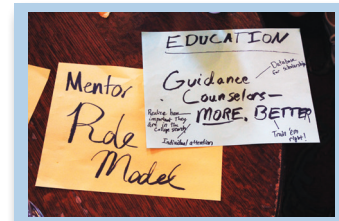
PBHA's Leaders! program is a year-long personal and professional development opportunity for Boston and Cambridge youth that forms the backbone of PBHA's mentoring programming. Leaders! provides 95 at-risk Boston and Cambridge youth ages 15 to 18 with full-time teaching and mentoring for 10 weeks during the summer and engages 25 of those same teens during the school year.

Leaders! maintains a strong focus on the needs and interests

of all learners, offering teens many opportunities for self-expression, participation, and leadership. Leaders! staff works with each participant to create an Individualized Support Plan (ISP) that charts their personal goals and maps out pathways for achieving them. Leaders! staff then supports them with one-on-one coaching, group mentoring, and connections to other external resources that will aid them in their pathways to success. Leaders! also benefits from a new logic model created as part of an 18-month technical assistance grant.

ISPs have been fully implemented in Leaders! and already, participants appreciate the use of the tool. A Leaders! youth from Cambridge reported that she is "...definitely more motivated now that I've set these goals

with my Leaders! mentor." Another youth is grateful for the individualized attention which "showed me that my Leaders! mentor cares for me and will always push me forward to achieve my goals." In addition, ISPs have been fully integrated into PBHA's new relational database, which allows mentors to track progress on and achievement of established goals for all Leaders! participants.



## Harvard College Alzheimer's Buddies Joins PBHA

### *Developing a New Generation of Advocates*



Creating a sustainable intergenerational response to the isolation and social disengagement experienced by people with Alzheimer's is no small feat. But this is the vision of PBHA's newest program, Harvard College Alzheimer's Buddies (HCAB). And, both volunteer experience and pilot clinical trial results suggest that HCAB is doing just that.

Organized by students Ryan Christ '13 and Jessica Zuo '13, HCAB is not only setting the standard for PBHA's elderly services programs but also utilizing the scientific method to quantify its impact. Through a partnership with a clinical trial at Brigham and Women's Hospital and the Hebrew Rehabilitation Center, HCAB aims to understand the true impact of the program's model: weekly one-on-one visits with residents paired

with frequent family engagement. Using both quantitative measures, like frequency of severe neuropsychiatric symptoms, and qualitative measures, like volunteers' weekly reflection journals, researchers and students found a reduction in depression and other symptoms among residents over the course of a ten-week pilot study. Looking to the future, HCAB aims to corroborate its findings through a larger clinical study launching this fall.

In the meantime, HCAB has emerged as one of PBHA's most popular programs (membership grew from ten to 48 volunteers in its first year), reflecting both the immense student interest in and critical need for meaningful elderly programming at Harvard.

# BUILDING CAPACITY

In line with organizational priorities to ensure sustainability and long-term impact at PBHA, we have made significant progress developing and implementing technological systems that will facilitate the transfer of knowledge year to year, student leader to student leader. Dynamic tools - such as PBHAFORce, our new relational participant and volunteer database - are now helping students and staff document, visualize, and celebrate PBHA's programmatic achievements like never before.

## The Launch of PBHAFORce *Our New Comprehensive Database*



With just a click of his mouse, a director of a summer camp pulls up seven years of camper history. The names of her many counselors, notes from a goal-setting meeting with her parents, and a link to a report from the time she fell on the playground three years ago are all available, on one page, to the director, thanks to our new relational volunteer and participant database, PBHAFORce.

PBHAFORce, a Salesforce client database customized for PBHA's unique structure and mission, is already revolutionizing the way we do programming here. Volunteers and participants alike are tracked in the system, as are critical indicators and measures of programmatic success, such as participant attendance, homework completion rates during

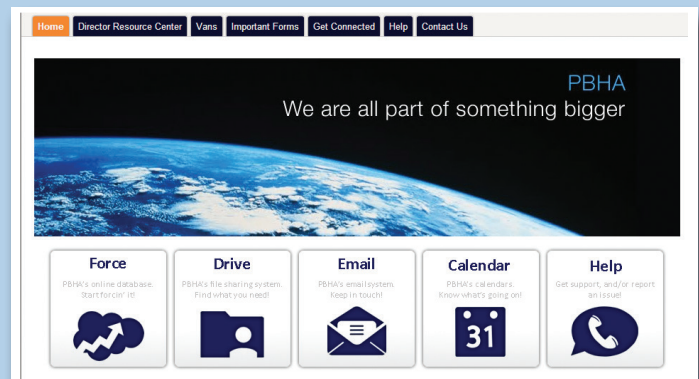
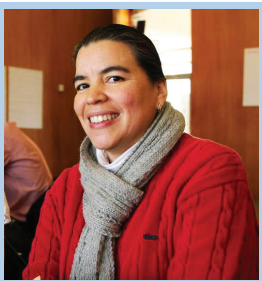
after-school programming, and hours of one-on-one mentoring. Through PBHAFORce, student leaders are developing skills for their current and future service work with this industry-leading technology system.

Looking forward, PBHA is excited to centralize various yearly initiatives, like new volunteer enrollment, Summer Urban Program counselor hiring, and training attendance and documentation by utilizing PBHAFORce's expansive tracking and reporting capabilities. In addition, PBHA is transitioning and integrating its outdated alumni and donor database into PBHAFORce, making it the one-stop shop for all student and staff informational needs.

## New Deputy Director is Hired *Mercedes M. Soto '90 returns to PBHA*

Indiana native and former Cambridge Youth Enrichment Program (CYEP) volunteer and director, Mercedes M. Soto '90, has assumed the role of Deputy Director, filling a vacancy resulting from the promotion of Maria Dominguez Gray to the position of Class of 1955 Executive Director. A psychology concentrator while at Harvard, Mercedes fostered her interest in education at PBHA during her three summers living and working in Cambridge's Newtowne Court housing development.

Living by the words of Shirley Chisholm, "service is the rent we pay for the privilege of living on this earth," Mercedes has quickly and thoughtfully reacquainted herself with our programs and has already begun to build strong community coalitions that help guide the social justice work of students.



PBHA student leaders are now equipped with a suite of tools and resources that make effective service delivery easier. With an updated, organization-wide filesharing system through Google Drive, a network of shared calendars, and a standardized email structure, PBHA students and staff are better outfitted to access institutional memories as well as transfer new ones to future PBHAers.



# BUILDING LEADERSHIP

PBHA's dual mission ensures that future leaders in public service are developed by both their fellow students and PBHA's knowledgeable, experienced staff. Opportunities to learn, serve, and reflect are hallmarks of the student development experience at PBHA. Guided by organizational priorities that ground PBHA in thoughtful, competent engagement with communities, PBHA provided this year's volunteers with intensive trainings unlike those found at any other student-run organization.

## Non-Profit Management Intensive Day One (and Two and Three) as a PBHA Officer



*"I'm feeling inspired and a little overwhelmed."*

*"Tired but ready to go!"*

*"Amazed, grateful, and connected."*

These are some of the comments made by the newest members of PBHA's Officers Team, a group of 20 students elected by PBHA's governing Cabinet to oversee the day-to-day operations of the organization. Those words came during the closeout reflection of PBHA's annual Non-Profit Management Intensive (NMPI), a three-day series of workshops, debriefs, and visioning sessions meant to offer the new Officers Team the many tools needed to effectively manage in complex and demanding nonprofit organizations. Covering topics like mission-

based management, marketing and brandraising, accountability to communities and stakeholders, and fiduciary responsibility, new officers are exposed to both a breadth and depth of material they do not encounter through classes or other leadership opportunities. The outgoing Officers Team, many of whom are in their final year of college, take on the responsibility for executing NPPI, sharing with the new team lessons they learned as an officer.

"Yes, I learned about what it takes to manage a nonprofit," recalled outgoing president Carolyn Chou '13. "But PBHA also taught me how to 'take out the trash.' How important it is to do those little, seemingly inconsequential things that no one wants to do. That's where I learned the most and where, I hope, you will too."



## A Call to Action

### *PBHA's Primer on Advocacy & Organizing*

Each fall, PBHA offers an Introduction to Advocacy & Organizing course for volunteers looking to connect their service to structural change. Taught in two-hour sessions over seven weeks, the course presents important contexts for social justice advocacy and concrete tools for bringing people together to achieve social change. Covering topics like group democracy, power analysis, and campaign mapping, the course has seen its enrollment increase with each successive offering.

Over four years, 67 students have graduated from "Advo/Orgo", as the course is affectionately known, and course alumni now work as community health leaders, youth organizers, teachers, and more.

*"Advo/Orgo is an important space for PBHA students to engage critically with important questions, including what the role of Harvard students in organizing is and should be and how racism, sexism, classism, and heterosexism often stop organizing and community power."*

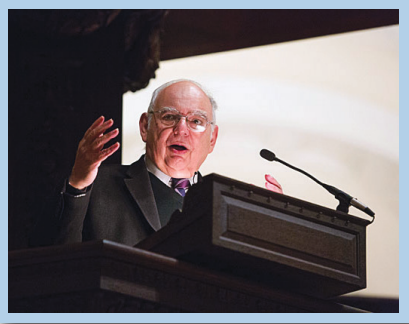
-Tara Venkatraman '11, Advocacy & Organizing Trainer



# BUILDING STEWARDSHIP

PBHA sees itself as a lifelong community. Volunteer and participant connection to PBHA does not end with graduation. Through events like our Robert Coles “Call of Service” Lecture and our alumni-interest group, PBHA-Alumni, it is an organizational priority to promote connection to and involvement with PBHA for all who have served as part of this community. This year, initiatives like The Giving Common Challenge reminded us how inspiring the PBHA community truly is.

## The Importance of Compromise *Ernesto Cortés, Jr. Delivers 6th Annual Robert Coles “Call of Service” Lecture*



Annually, PBHA selects a major figure in the field of public service to receive our Robert Coles “Call of Service” Award and to deliver a lecture to students, community members, supporters, and alumni that acts as an impetus for listeners to serve others. This year, PBHA chose to honor Ernesto Cortés, Jr., co-director of the Industrial Areas Foundation (IAF).

Cortés has dedicated his life to the pursuit of social justice and the empowerment of marginalized communities. His organizing philosophy rests on his “iron rule” of community activism: “Never do for others what they can do for themselves.” This belief is founded in the deep respect Cortés holds for the dignity of the people he seeks to help. This philosophy, which aligns with the values of our student

leaders, inspired PBHA to honor Cortés with this prestigious award.

During his speech, Cortés spoke at length about the importance of compromise, in both the political and organizing processes, which frequently intersect. He highlighted his life’s work, helping people at the “margins of life...earn their rightful place” at the political table. He closed his lecture reminding listeners, as well as PBHA, to “think like grandparents” when building organizations and community - “to organize and reorganize to build power to make things happen for [our] grandchildren.”

Past recipients of this award, named for former PBHA trustee, Harvard faculty member, and MacArthur Award winner, Dr. Robert Coles ’50, include Marian Wright Edelman, Al Gore ’69, Geoffrey Canada, Ed.M. ’75, Arne Duncan ’87, and Dorothy Stoneman ’63.

*“The only people who can afford to be overly principled are lunatics and dictators. The rest of us mortals have to learn the art of compromise...”*  
—Ernesto Cortés, Jr., Co-Director of the Industrial Areas Foundation

## Bridging Pathways to Service *PBHA’s STRIDE Postgraduate Fellowships Support Careers in Service for Graduating Seniors.*

PBHA’s STRIDE (formerly Stride Rite) Postgraduate Fellowship is an entrepreneurial service opportunity unlike any other at Harvard. Designed to support graduating student leaders who have “walked the service walk,” STRIDE Fellowships serve as a bridge between students’ undergraduate service and their postgraduate careers. Selection criteria reward those who hold a deep understanding of the structural barriers that exist in a particular community or issue area as well as a demonstrated commitment to dismantling those barriers.

This past year, PBHA awarded \$30,000 fellowships to two outstanding individuals. Iman Taylor ’12 utilized her STRIDE fellowship to expand a high-school teen mentorship and college readiness program called MotorCity Urban Summer Enrichment in her native Detroit. Daniel Villafañá ’12, who spent school years and summers in service to Boston’s Mission Hill community, used his STRIDE fellowship to begin a dual-language English and Spanish arts program at the Margarita Muñoz Academy, a new public school in Boston’s Jamaica Plain neighborhood.



PBHA extends its deepest gratitude to the nearly 400 alumni and supporters who pushed us to victory during The Boston Foundation’s Giving Common Challenge!

The PBHA community came together to ensure that PBHA took away the \$25,000 top prize. All in all, we raised \$44,000 in just 48 hours! All of us at PBHA were left speechless at the outpouring of support we received from you. Thank you again!

# PBHA Annual & Summer Urban Program

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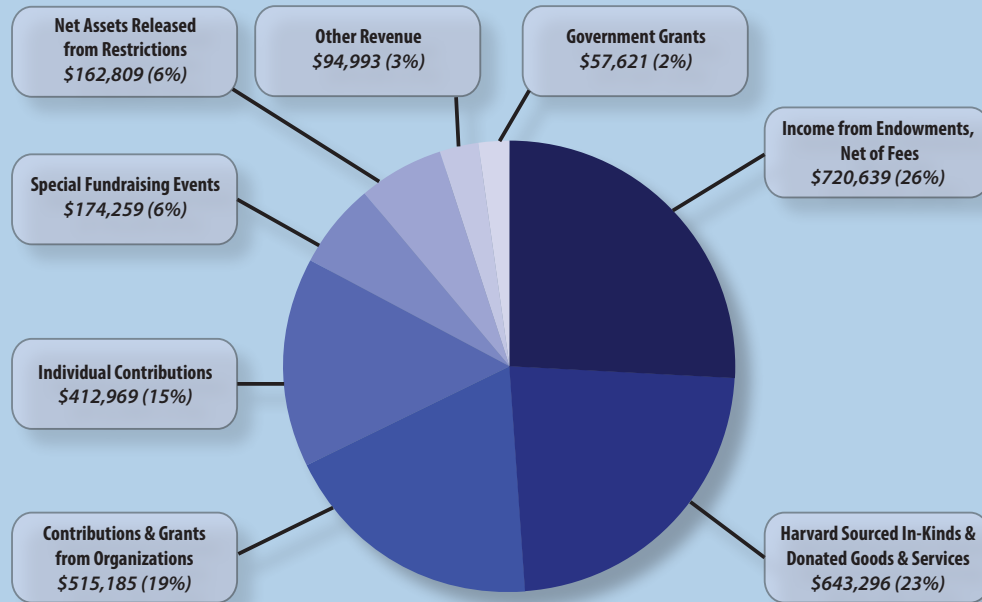
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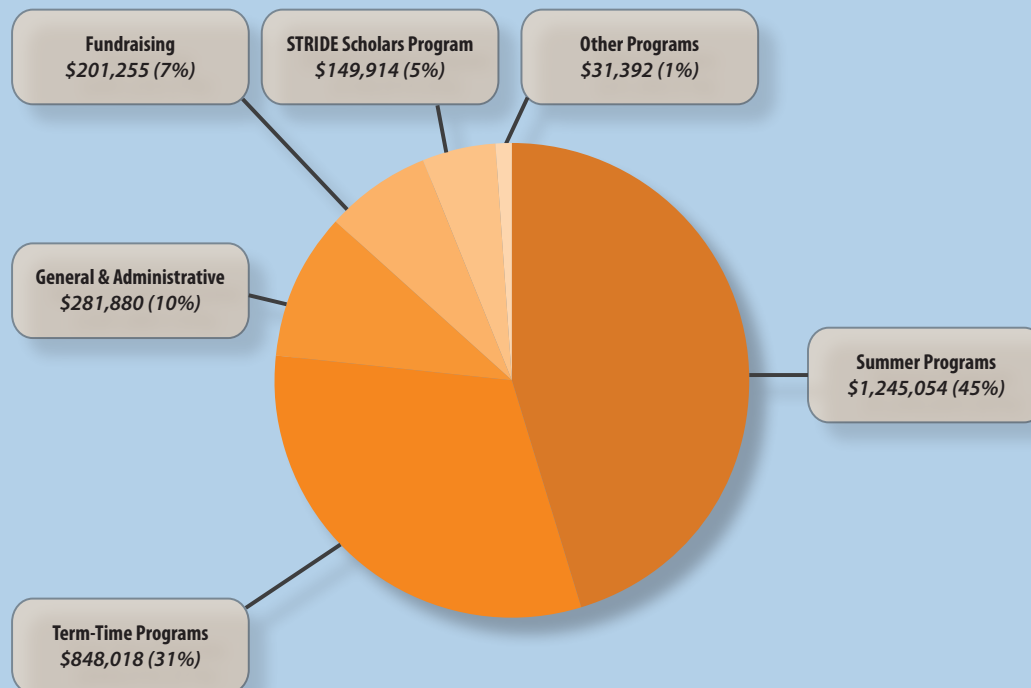
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<p>Christine Dagradi, in honor of Martin Dagradi</p> <p>James S. Dalsimer, M.D.</p> <p>Grant Damon</p> <p>Lawrence James D'Angelo, M.D.</p> <p>Dick Jacker &amp; Carol Daniels</p> <p>Emelyn dela Pena</p> <p>William Dudley DeVore (Wichita Community Foundation - DeVore Family Fund)</p> <p>Francheska Dominique</p> <p>Margaret Ann Drickamer, M.D.</p> <p>Lisa Duhaime</p> <p>Mr. &amp; Mrs. W. Lee H. Dunham (Dunham Family Fund)</p> <p>Eaton Vance Matching Gift Company</p> <p>John Seelig Elson</p> <p>Danielle Estrada &amp; Robert Wolinsky</p> <p>Expedia</p> <p>Sebastian L. Fain</p> <p>T. Ritson &amp; Julia Ferguson, in honor of Claire Edelson</p> <p>Herbert M. Franklin</p> <p>Fred A. Franklin</p> <p>Jim &amp; Beth Frates</p> <p>Kenneth Clark Froewiss</p> <p>Paul Gage, in memory of Lilian Gage</p> <p>Garment District, The</p> <p>Emily Garrido-Adkins</p> <p>Kenneth Wayne Gideon</p> <p>Claudia Goldin</p> <p>Peter Carl Goldmark, Jr.</p> <p>Gordon L. Goodman</p> <p>Jamie Zakia Goodson</p> <p>Chester Evans Jr.</p> <p>Wilmot Julian Gravenslund</p> <p>Elisha &amp; Nina Gray III</p> <p>Donald Greene (The Greene Family Foundation)</p> <p>Nathaniel Guild</p> <p>Nancy Hackmeyer, in honor of Peter Nguyen</p> <p>Marc Steven Halfon, Ph.D.</p> <p>Robert La Bret Hall</p> <p>W. Easley &amp; Suzanne Hamner</p> <p>Judith Hanlon, Ph.D.</p> <p>David &amp; Mai Wayne Harrison</p> <p>Harvard College Women's Center</p> <p>Harvard Kennedy School - New England Alumni Association, Inc.</p> <p>William J. Hayes, Jr.</p> <p>Gina Erin Helfrich</p> <p>Rick Heller</p> <p>Robert Frederick Hendrickson</p> <p>Joseph Hertzberg</p> <p>Howard Hiatt</p> <p>Linda Joyce Hodge</p> <p>Chris McAndrews &amp; Tamara Horne</p> <p>Frederick Bernard Hufnagel III</p> <p>Joseph Kindall Hurd, Jr., M.D.</p> <p>Robert &amp; Saran Hutchins (R.A.S.H. Fund)</p> <p>Ann Inkeles Holleb (Domah Fund)</p> <p>Edward S. 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## Operating Revenue FY2013: \$2,781,771



## Operating Expenses FY2013: \$2,757,513



### Condensed Statement of Financial Position for the Year Ended January 31st, 2013

Current Assets:	\$1,261,649
Temporarily Restricted Assets:	\$73,690
Endowments & Investments:	\$3,086,795
Net Property & Equipment:	\$134,907
<b>Total Assets:</b>	<b>\$5,132,220</b>
Total Liabilities:	\$416,868
<b>Net Assets:</b>	<b>\$4,715,352</b>

### Condensed Statement of Activities for the Year Ended January 31st, 2013

Total Operating Revenue & Support	\$2,781,771
Total Operating Expenses:	\$2,757,513
<b>Change in Net Assets from Operations:</b>	<b>\$24,258</b>
Total Net Assets, Beginning of Year:	\$4,579,483
Total Net Assets, End of Year:	\$4,715,352





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 Harvard Yard, Cambridge, MA 02138  
 Phone: 617.495.5526 | Fax: 617.496.2461  
<http://www.pbha.org>

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The Arthur Liman Press at Phillips Brooks House is an endowed fund established by the Liman family in honor of Arthur C. Liman '54 to support publications that honor public service and his memory.

*Designed and Edited By:*  
 Andrew Iannone & Louise Wills

