

INTERNATIONAL INSTITUTE FOR YOUNG WOMEN



International  
Institute of  
New England

1918 **100** 2018  
YEARS of WELCOMING  
NEW AMERICANS

# 2025 STRATEGIC PLAN

OPENING DOORS FOR GENERATIONS OF AMERICANS SINCE 1918

# A NEW CENTURY FOR IINE: A LETTER FROM THE CEO

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Thousands of refugees and immigrants arrive in our offices every year, each with a powerful story of resilience, determination, survival, and hope. Many have lost homes, livelihoods and loved ones before embarking on an uncertain journey to the United States. Many have spent decades in refugee camps with no rights to work, education or movement, and have undergone multiple security checks while waiting to be reunited with their families. Many have never heard of Boston, Lowell or Manchester, NH – places they will eventually call home.

Over the past 100 years, our staff and volunteers have been the first to greet these new Americans. In 1918, we welcomed families disembarking from ships after months-long journeys by sea. Today, we greet newcomers at Logan and Manchester airports, and provide them with their first homes, a warm meal and clothing before enrolling them in cultural orientation, English language instruction, and workforce preparation programming that leads to their first jobs.

Since we started at a YWCA in Lowell in 1918, tens of thousands of people from nearly every nation have come to the International Institute of New England to learn English, find jobs, build community, and gain citizenship. The people we welcomed have launched companies, started families and created traditions that have strengthened our economy and enriched our culture. We have opened countless doors for generations of new Americans so they could realize their dreams and contribute to New England's prosperity.

The world has changed dramatically over the past century. Today, the number of displaced people worldwide is at a record high, fueled by old conflicts, emerging wars and shifting alliances. Even as the global migration crisis intensifies, Americans debate how open our borders should be, and our federal government takes unprecedented steps to restrict immigration.

In these uncertain times, our Board of Directors and staff are planning for the future. We have analyzed our services, studied our cost structure and discussed what role IINE should play in a new era.

We asked ourselves: What does the International Institute need to do to remain a vital presence in New England for another 100 years?

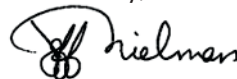
Our clients' wishes and concerns have informed our strategic decision-making. Many have shared with us their urgent need for affordable legal forms services and the difficulties they face navigating a landscape of unlicensed practitioners and private lawyers charging fees they cannot afford. Others want to improve their English skills but routinely encounter long waiting lists and a lack of on-demand, affordable programs.

The 2025 Strategic Plan represents the ambition and vision of our staff and the people we serve, as well as the desire for accountability by our leadership. It sets a goal of doubling the number of beneficiaries through new programming in Community, Career, Education, and Legal Services to meet the needs of today's immigrants and refugees. Our plan puts the International Institute on the same path we seek for our clients – long-term financial stability, without dependence on waning and uncertain federal funding. It also recognizes that we must engage in the national and local conversation on immigration.

The Strategic Plan affirms our renewed investment in recruiting and retaining the talented people who put our mission into action every day. As we expand programming, we are adding dedicated new staff members who share our belief that every newcomer to the United States has inherent value and limitless potential.

Just as it was in 1918, the United States is a country made stronger by people who bring their dreams, ambitions, talents and cultures here from other nations. As we embark on our second century of service, we honor our past, recommit to our mission, and invite you to join our efforts to ensure that, at our core, America remains a humanitarian and welcoming nation.

Sincerely,



Jeff Thielman, President & CEO



## OUR MISSION

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The mission of the International Institute of New England is to create opportunities for refugees and immigrants to succeed through resettlement, education, career advancement and pathways to citizenship.

## OUR VISION

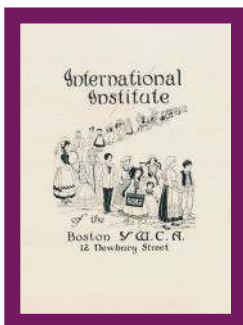
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Refugees and immigrants are able to realize their dreams and contribute to New England's growth and prosperity.

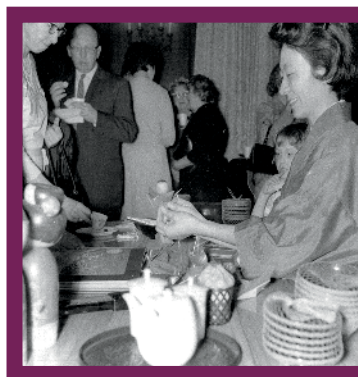
## OUR CORE VALUES

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- Empathy, compassion and respect for all we serve and each other
- Diversity and inclusion in our workplace, leadership and communities
- Continuous improvement and a relentless focus on successful, data-driven outcomes, one individual at a time
- Collaboration and partnership with each other and our stakeholders
- Self-sufficiency for the people we serve and for our organization
- Fearless commitment to our humanitarian mission



In 1918, the International Institute of Lowell opened in a YWCA to provide workforce development training and English classes. In 1924, the International Institute of Boston opened in a YWCA at 34 Newbury Street in Boston's Back Bay neighborhood. In 1935, both organizations incorporated as social service agencies independent of the YWCA.



The rise of the Khmer Rouge and fall of Saigon brought thousands of people from Cambodia and Vietnam to Lowell and Boston, creating communities that exist to this day. The International Institute housed some of these refugees in its headquarters on Commonwealth Avenue, and subsequently played a critical role in helping newcomers from Southeast Asia integrate into the United States.



In 1965, President Lyndon Johnson signed into law the Immigration and Nationality Act abolishing national origins quotas. During this era, the International Institute helped Cubans to resettle in the U.S. and provided language, job placement, and other services to immigrants coming to New England under the new law.

1900

1945

1960

1970

1980



After World War II, the U.S. welcomed millions of Europeans under the Displaced Persons Act of 1948, which allowed wartime refugees to become permanent U.S. residents. During this time, the Institutes of Lowell and Boston hosted cultural celebrations and social events that brought together new Americans and created opportunities for cultural expression and civic growth.

The 1950s marked the start of formal English for Speakers of Other Languages (ESOL) classes open to immigrants of various statuses.





In 1994, the International Institutes of New Hampshire and Boston merged into one corporation and formalized services into a continuum of professional support that included case management, cultural orientation, English language education, job and skills training, and legal services.

In the 1990s, all three Institute offices – Boston, Lowell, and Manchester – resettled Bosnian refugees, Kurds fleeing Iraq, and Kosovars.



In 2011, the International Institutes of Boston, Lowell, and New Hampshire formally merged into one corporation: the International Institute of New England. In 2015, the United Nations High Commissioner for Refugees announced there were more displaced people in the world than at any time since the end of World War II.

In response to growing anti-immigrant rhetoric and policies in 2017 and 2018, IINE recommitted itself to serving newcomers, and thousands of people came to our Suitcase Stories®, Golden Door Award, and International Women's Day celebrations.

**Between 1980 and 2018, the three IINE sites welcomed and managed the resettlement of almost 15,000 refugees.**

1990

2000

2010

TODAY

The Refugee Act of 1980 standardized federally supported resettlement services for all refugees admitted to the United States, adopted the definition of "refugee" used in the U.N. Refugee Convention, and provided for the regular and emergency admission of refugees of all nationalities.

In 1984, faith leaders in New Hampshire welcomed refugees from Cambodia, and in 1987 formed a resettlement agency that eventually became known as the International Institute of New Hampshire.



Also in the 2000s, IINE launched training programs in collaboration with hospitality and services industries that continue today to expand career options for new Americans.



After the September 11, 2001 terrorist attacks, President George W. Bush suspended the U.S. Refugee Admissions Program for two months and signed the Patriot Act. The Refugee Admissions Program then resumed with stricter vetting. During this decade, IINE welcomed families and individuals from Africa, South and Southeast Asia, and Central America.

# IINE TODAY: OUR IMPACT

## Resettlement & Case Management

Since 2007, IINE has resettled 6,500 refugees in Massachusetts and New Hampshire.

Our resettlement services include procuring housing, food and clothing for new arrivals, helping them obtain a Social Security card, arranging medical appointments, enrolling them in public benefits and healthcare plans, and placing children in public schools. Our teams help families and individuals develop budgets, negotiate with landlords and solve other problems so they can be safe, stable, and healthy.

IINE operates the largest program in Greater Boston reuniting Central American children with their families. In 2017 we brought together 65 families, including many who had been separated for a decade or more.

## Adult Education & Employment Services

IINE's English for Speakers of Other Languages (ESOL) and Employment Support programs help early-status immigrants and refugees achieve self-sufficiency as quickly as possible.

During 2017, more than 600 people enrolled in our ESOL classes. In Boston, ESOL services expanded to include affordable tuition slots for students who do not qualify or cannot wait for a fully subsidized seat in another program. The acquisition of more advanced English skills enables students to get better jobs, increase their incomes, and launch personally meaningful careers.

In 2017, nearly 100 of our employer partners hired 400 IINE clients to fill positions in industries where workers are most needed. The career services programs in our three sites help newcomers learn about American workplace culture, identify job opportunities, prepare for interviews, and develop professional skills. Our goal is to place clients in jobs that have pathways to career advancement.

In Boston last year, 82 students graduating from our Service and Hospitality Industry Training Programs were placed directly into a local hotel or business. Ninety days after graduating, 98 percent of those graduates had retained a job in their chosen field.

# IINE SERVES

**Refugees:** People who have been forced to flee their homelands due to persecution, war or violence.

**Asylees:** Those who receive the equivalent of refugee status by a court within the U.S. instead of overseas.

**Cuban/Haitian entrants:** Individuals from Haiti and Cuba who have been "paroled" into the United States or released on their own recognizance pending a court hearing.

**Victims of Human Trafficking:** Those who have been compelled or coerced to provide labor or services, or to engage in commercial sex acts.

**Special Immigrant Visa holders:** A status available to those who worked with the U.S. Armed Forces as a translator or interpreter in Iraq or Afghanistan.

**Unaccompanied Minors:** Central American children seeking to reunite with a family member living in the United States.

**Other Immigrants:** Those who come to the U.S. for a variety of reasons and who choose to participate in IINE education, employment, or legal services.

# IINE TODAY: A SNAPSHOT AS WE LAUNCH OUR 2025 PLAN

## Client population at each IINE site



## Client Countries of Origin - FY17

IINE served nearly **2,000 people** from **66 countries**.

The International Institute serves people from across the globe. Our refugee support services are designed for immigrants with humanitarian status, those from war-torn nations such as Syria, Afghanistan, Myanmar, Somalia, and the Democratic Republic of Congo, a country where more than 5 million people have died in internal conflicts.

IINE's adult education, skills training, job readiness and legal programs serve new arrivals and immigrants who have lived here for longer periods of time.

Our community is comprised of men, women, and children of all ages, ethnic backgrounds, religions, and professions.



# A GROWING GLOBAL CRISIS & A SHIFTING U.S. LANDSCAPE

According to the Pew Research Center, there are more than 244 million people living in nations different from their country of birth.

Historically a beacon for hope for displaced people, the U.S. is home to 43.7 million immigrants – representing 13.5 percent of the U.S. population and 19 percent of the world's migrants.

Yet, today, as the world experiences the largest forced migration crisis in history, the U.S. has made it more difficult for people to resettle here and reduced funding for programs that serve newcomers.

The migration of people to New England is critical to the growth of our workforce and economy. Many sectors are heavily dependent on immigrants including the hospitality industry where 56% of workers are foreign-born.

Beyond the economic risk, the reduction in refugees and immigrants is contrary to America's traditions and damages our standing in the world. In New England, the point of entry for many immigrants, the diversity and cultural richness of our communities and classrooms fuels innovation and reinvigorates institutions of higher education.

Many Americans are taking action. More than 2,000 people came to events sponsored by the International Institute of New England in 2017, and many residents of Massachusetts and New Hampshire got involved in grassroots efforts to keep America a nation of immigrants.

There are **22.5 million** refugees in the world today.

**51%** of them are children.

Experts agree this is the most intense episode of population displacement in the history of humankind.



# WHY OUR WORK IS MORE IMPORTANT TODAY THAN EVER

For 100 years, the International Institute has played a vital role in welcoming refugees and immigrants to New England. We were founded to help newcomers learn English and find work. Over the generations, our response has remained consistent and constant: we provide an authentic welcome, orientation to U.S. culture, and support in obtaining the earliest and most basic needs of food, shelter, and clothing.

The International Institute has developed a unique service model that meets a range of immigrants' needs. Every day, we open doors for refugees and immigrants and create opportunities for them to achieve self-sufficiency, integrate into their new communities and contribute to the growth of our region.

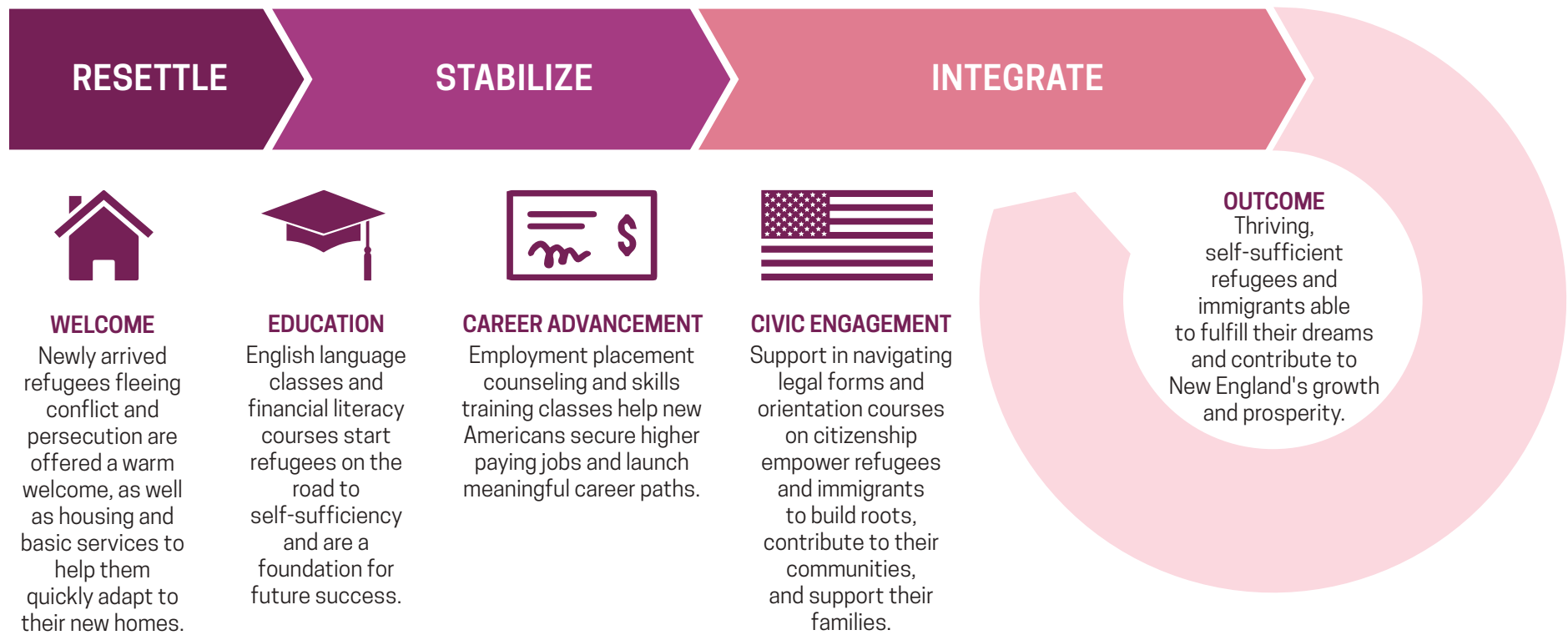
We do this through a continuum of support, including community and cultural navigation, employment assistance from first jobs to career advancement, English language classes, and a legal immigration forms service.



# OUR THEORY OF CHANGE

IINE's services are predicated on the belief that immigrants and refugees will thrive, build self-sufficiency, and achieve personal success if provided with strategic support in eliminating barriers to integration and creating pathways to self-sufficiency. IINE's service strategy is designed to provide refugees and newcomer populations with multiple on-ramps and individualized support.

Our programs coordinate support at all stages of a newcomer's journey: from the basic needs of shelter and food for the most newly arrived refugees to the complex legal needs of those navigating the U.S. immigration system.



## BENITA & ERES: ADULT LEARNERS MOVING AHEAD

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Eres Dory's days are long, but he doesn't seem to mind the grind. Each morning he reports to his job at a local bakery chain at 6:00 a.m., and somehow, 14 hours later, he still has enough energy to practice a new language.

Eres is an evening student, enrolled in the Adult Continuing Education program at IINE's Boston site. He is part of an English for Speakers of Other Languages (ESOL) course and for three hours, three nights each week, attends evening class along with 90 other newly arrived immigrants.

"This is my first English class," he explained. "I have been learning for three months."

Eres moved to the Boston area in February 2017 with his wife, Benita, who is also a student at IINE. The couple is from Haiti, where Benita was an elementary school teacher and Eres worked in law enforcement.

"Haiti is my country, and I love it," Eres said. "But the reality there is not good. Boston has better education, better security, and better health for us."

Beyond safety and health, Boston offers Eres and his wife the opportunity to reclaim their vocations over time. Both students said improving their English skills to advance their careers is their primary goal right now. They see the acquisition of advanced English as the first and biggest step toward achieving good jobs in their chosen fields. Eres and Benita both say they want to have professional jobs again.

For now, they practice their English diligently. But not always consistently, they admit. At home, they usually speak Haitian Creole because, Eres said, he feels they get plenty of English practice in their IINE classes and at work. In fact, he has already earned advancement in his workplace with the newfound English skills he has learned at IINE.

Eres is being trained as a baker, which won't change his early morning work, but it will, with a better paycheck and more responsibility, put him one step closer to his career and life goals.



## AS WE EMBARK ON THE NEXT CENTURY OF SERVICES

During FY18, IINE launched two new ventures based on what our clients need most: access to high quality language and skills instruction, and help adjusting their legal status in the U.S. Our new service lines, Adult Continuing Education and Legal Immigration Forms Service, are designed to leverage the organization's existing expertise to help more refugees and immigrants while also diversifying IINE's revenue structure.

The Adult Continuing Education program in Boston has enrolled more than 100 students during the first six months of operation. The program model allows students to pay an affordable tuition to attend English for Speakers of Other Languages classes, our skills training courses, or our Driver's Education preparation program.

The Legal Immigration Forms Service offers low-cost, high-quality support for a range of services such as adjustment of status, work authorization, family reunification, and U.S. citizenship applications. Since it launched in March 2018 the Legal Immigration Forms Service team has helped 75 people complete legal forms processes, and the number of people we serve grows each week.

## OUR 2025 GOALS...

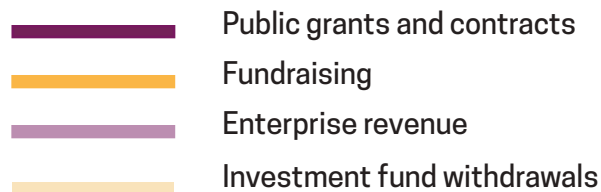
- ▶ Be a recognized leader in delivering successful programs at scale, aimed at sustained and data-driven outcomes.
- ▶ Be financially self-sufficient, with significant growth in private revenue.
- ▶ Build a best-in-class human capital management system to recruit, retain, and develop a diverse and talented force of employees, volunteers and leaders who are committed to our mission.
- ▶ Be a voice for refugees and immigrants in our community.
- ▶ Provide a safe, nurturing place that facilitates quality programming and a productive place to work.

## ...WILL LEAD TO OUR 2025 OUTCOMES

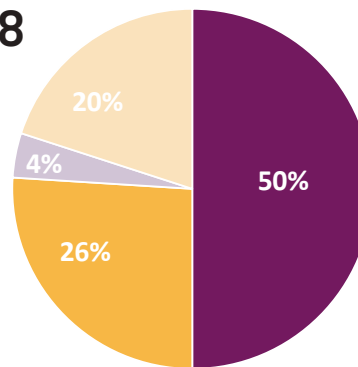
- ▶ Serve 4,000 refugees and immigrants a year—doubling our reach.
- ▶ Achieve long-term financial stability through a diversified funding strategy in which 60% of revenue comes from fundraising and fee-based services and 40% from public grants.
- ▶ Maintain our historical focus on serving refugees, asylees, victims of human trafficking, and unaccompanied children through resettlement, case management, and employment services.
- ▶ Train and educate 1,000 adults per year in Adult Continuing Education programs, including English for Speakers of Other Languages classes, Driver's Education preparation, and programs that prepare new Americans for jobs in the service and hospitality industries.
- ▶ Provide legal assistance to at least 1,000 immigrants and refugees a year, helping them achieve pathways to citizenship.
- ▶ Attract and retain top talent within our organization and continue to diversify our staff and Board of Directors to reflect the world we live in.
- ▶ Be a leading voice in New England for refugees and immigrants with programs that showcase their economic and cultural contributions to our communities.
- ▶ Expand the field of immigrant and refugee research by publishing longitudinal research on the economic integration of refugees in Massachusetts and New Hampshire in collaboration with leading universities.

### OUR SHIFT TOWARDS FISCAL INDEPENDENCE:

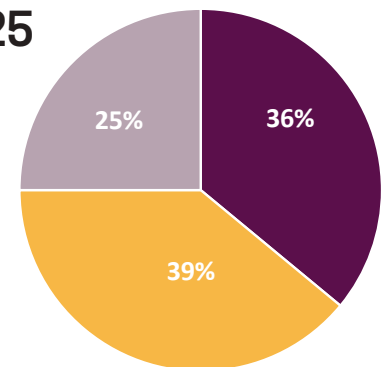
Revenue sources as a percentage of all revenue



FY 2018



FY 2025



# JOIN US, AND BE PART OF OUR NEXT 100 YEARS OF SERVICE

The success of our strategic plan depends on the support of donors and supporters like you. We invite you to be an active part of our next 100 years of service to immigrants in New England. Help us grow, expand, and continue to welcome the most vulnerable people on the planet.

## DONATE

### **Donate to IINE**

Make a donation by check or by credit card on our website. Gifts of all sizes are welcome, and every gift has an impact.

### **Donate gift cards**

We accept donations of store gift cards, which help newly arrived refugees buy household items and groceries as they restart their lives.

### **Donate financial securities**

We accept donations of stock. The charitable income tax deduction is equal to the fair market value of the stock, allowing you to avoid paying capital gains tax on any increase above the original cost.

### **Designate IINE in your planned giving**

When meeting with your financial planner, designate the International Institute in your legacy giving.

## VOLUNTEER

### **Contribute time as an individual or a group**

We have opportunities for individual volunteers to assist with ESOL classes, employment and skills training courses, fundraising events, or our office operations. We also invite church, civic, and community groups to collect food, clothing, household goods, or gift cards as well as host events such as bike drives, mock interview sessions, or baby showers for new mothers.

### **Serve on a committee**

The International Institute continues to recruit community leaders, business people, concerned citizens and supporters to serve on our Board of Directors, Leadership Council, Board subcommittees and local Advisory Councils.

# ACT & ADVOCATE

## **Become an Employer Partner and hire our graduates**

The best way to help immigrants and refugees realize their dreams is to hire them. If you are a business owner or hiring manager, we invite you to connect with one of our Employment Specialists to identify motivated workers who can help your company grow.

## **Provide rental housing to immigrants and refugees**

Housing remains one of the biggest challenges we face in resettling refugees. Our Community Services and Resettlement Services staff are happy to talk to any potential landlords in Eastern Massachusetts and Southern New Hampshire.

## **Contact policymakers**

Local, state, and federal policies impact IINE's mission and the people we support. Learn as much as you can about immigration issues and be a voice for new Americans by advocating for policies and laws that support immigrants and refugees.



**Learn more about getting involved  
and making your contribution at  
[iine.org](https://iine.org)**



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International  
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YEARS of WELCOMING  
NEW AMERICANS

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