



**International  
Institute of  
New England**

**2021**

**ANNUAL  
REPORT**

# 2021 by the numbers

Total Number of Individuals Receiving Services from IINE



**3285**

Total Number of Individuals Resettled by IINE



**102**

Total Number of Individuals Receiving Immigration Legal Services



**1410**



Total Number of Individuals Enrolled in IINE English Language Classes

**381**



Total Number of Individuals Enrolled in Job Training and Skills Development Classes and Services

**458**

# Letter from our leadership

**2021** was a year of dramatic adjustment at IINE. Some of the changes were planned and others were driven by world events that demanded an immediate and effective humanitarian response.

The ongoing Covid-19 pandemic required us to move our programming online and dig deep to assess and meet new needs. Our clients were hit hard by the pandemic: many lost jobs, food insecurity grew, and the need for direct assistance skyrocketed.

In parallel, as a new administration began to change immigration policy, IINE staff started scaling up our capacity to resettle refugees, and the demand came faster than anticipated. Afghanistan fell to the Taliban in August of 2021, and 124,000 people were quickly evacuated from Kabul, leaving behind loved ones, homes, and cherished possessions. Our team began preparing to resettle 500 Afghan evacuees and hundreds of other refugees.

Refugees and immigrants are no strangers to adversity, and neither are we. IINE adapted, offering case management and English and job-skills classes on Zoom while providing rental support, food deliveries, and other essential services. Many clients learned new skills in order to continue their studies, and we celebrated their achievements in online graduation ceremonies.

Demand for our work is growing, and so is IINE. To strength-

en our infrastructure, we moved our Lowell office to the Lowell Community Health Center, allowing us to expand case management, immigration legal services, education programs, and community outreach work on the site of a critical regional partner. When U.S. Senator Elizabeth Warren visited the beautiful new space in June, we urged her to support legislation that will help the people we serve.

Just before Afghan evacuees began to arrive, IINE staff gathered to reflect on the year, and the incredible changes we were experiencing. The work of refugee resettlement has never been easy, but the resilience and determination of our clients and communities inspire us every day.

With your help, we can continue to help new Americans make incredible contributions to New England.



**Avak Kahvejian, Ph.D.,**  
*Chairman*



**Jeff Thielman,**  
*President and CEO*

**R**efugee resettlement is central to IINE’s mission, and welcoming and caring for people fleeing persecution is what inspires our work. Beginning in 2017, the U.S. turned away from its longstanding humanitarian commitments with great consequences – in 2021, the U.S. admitted only 11,411 refugees, and IINE resettled just 102 refugees and Special Immigrant Visa (SIV) holders.

In the first 90 days after arrival, IINE provides refugees intensive case management and material support, including housing, federally-provided cash assistance, and connections to health care, education, and other services. IINE also offers English classes, job training, and employment services to help refugees work towards a better future.

## **A TALENTED MEDICAL STUDENT FINDS NEW HOPE**

Aqila Mohmand’s family left Afghanistan in 2017, but Aqila stayed: she had fought hard to attend medical school and was determined to finish. Her dream of becoming a doctor began when Aqila was five years old, when her infant sister died of an illness that could have been treated if she had access to proper medical care. Aqila thought, “If I was a doctor, I [could] help my sister.”



In Afghanistan, Aqila worked hard to access an education. The Taliban barred girls from attending school, but her father taught her to read Arabic at home. When she finally began medical school in Kandahar Province, the male professors discouraged her, and the politically unstable situation meant that there was a constant threat of violence.

During the summer of 2021, as the Taliban were regaining control of Afghanistan, Aqila was forced to leave. She was convinced that her dream of becoming a doctor was over.

## AN INTRODUCTION

In September, IINE staff introduced Aqila to Dr. William Mason, a dedicated IINE volunteer who had previously helped a

**“I just want to become a doctor in this country. Nothing gives as much happiness as when you help people.”**

—AQILA MOHMAND

former IINE client and Iraqi surgeon pass the U.S. medical licensing exam and enroll in a medical residency program. Dr. Mason was determined to

help other talented refugees achieve their potential as well.

Aqila’s first goal is to become fluent in English so that she can pass the U.S. medical licensing exam and become a resident at a U.S. hospital. Dr. Mason maintains that Aqila should be the only one getting the credit for her accomplishments, but she corrects him: “When we don’t have any guide, we can’t follow our way.”

## THE REFUGEE LANDSCAPE SHIFTS

In September 2021, when the Biden administration raised the annual refugee admissions ceiling to 125,000, IINE began to scale up operations. We increased staffing and training and re-established essential community networks. Later that month – a few weeks after Kabul fell – resettlement work accelerated. Thousands of Afghans began arriving in the U.S., and IINE committed to placing more than 500 Afghan evacuees in communities in Massachusetts and New Hampshire.



**NUMBER OF REFUGEES & IMMIGRANTS PROVIDED WITH CASE MANAGEMENT SERVICES**

**613**



**TOTAL NUMBER OF INDIVIDUALS RESETTLED BY IINE IN 2021**

**102**



# Community engagement in Manchester, NH

**W**hen people are forced to leave their country of origin, they leave behind family and community that can help them in a crisis. When refugee clients were temporarily forced to leave their apartments in Manchester, IINE staff mobilized external support and resources from community partnerships.

## COMING TOGETHER

On May 27, 2021, an electrical fire forced eight Congolese refugee families, with a total of 64 individuals, to temporarily relocate from their apartment complex. IINE staff were deeply knowledgeable about these individuals, knew they had limited resources, and immediately arrived to help.

Since the fire cut off power, IINE case workers provided flashlights and worked quickly to find the clients a temporary

place to stay. Because it was Memorial Day weekend, hotel rooms were limited, and the only suitable place was in Nashua, half an hour away. This distance would make things difficult for individuals who had jobs in Manchester and children who

## Community Partners

- Nashua Soup Kitchen
- Greater Nashua United Way
- School Impact Program
- Center for New Americans
- First Student Bus Company



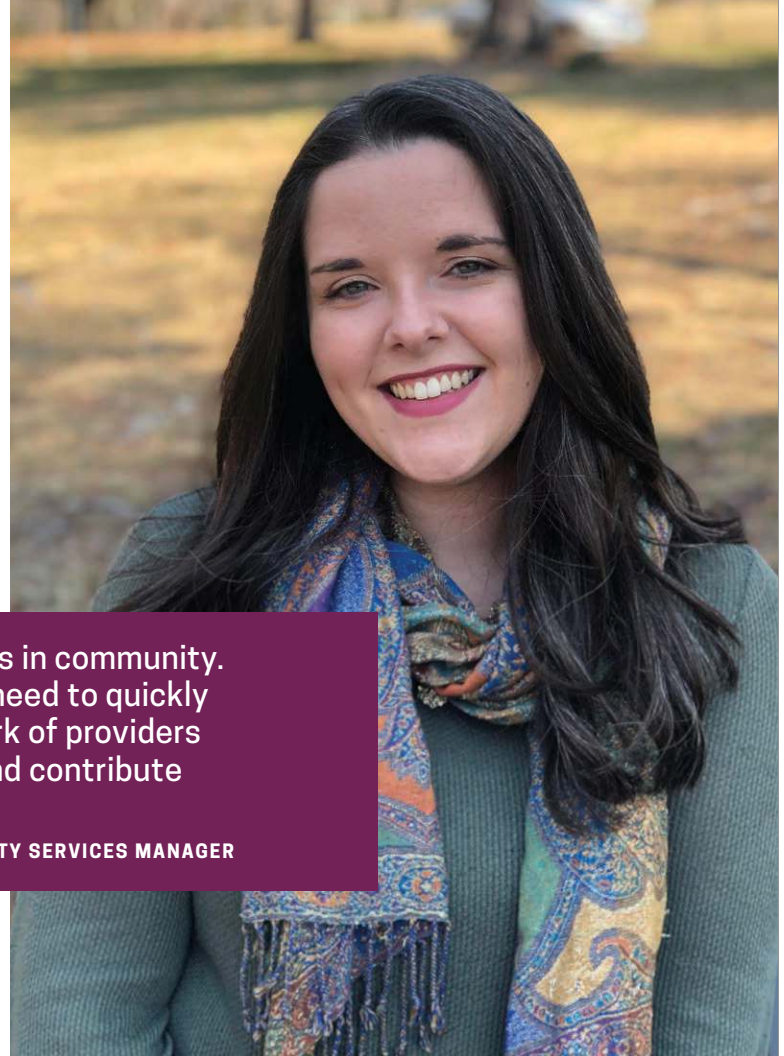
The lawn outside the motel in Nashua provided a space for the families to socialize and share meals, and for the children to play.

would now be far away from their schools. IINE staff also negotiated space with the Southern New Hampshire University Center for New Americans to use refrigerators and freezers to store perishable food while power was out.

IINE staff provided transportation in their own cars, making multiple trips between Manchester and Nashua. Staff also used their connections to make sure children had access to their classes remotely, and that their school breakfasts and lunches were delivered to the hotel every day. The Center for New Americans provided outdoor activities and snacks for the children after school, as well.

IINE secured help from the Nashua Soup Kitchen to provide hot meals and engaged with the Greater Nashua United Way to provide volunteers for meal delivery to the hotel.

The situation was disruptive and stressful for the families involved. But Jean Mugabo, an IINE Case Specialist, emphasizes that the clients had tremendous trust in IINE's services: "At a time of crisis, they can count on us."



**“There is so much richness in community. When crisis hits and we need to quickly mobilize, having a network of providers who share our mission and contribute resources is invaluable.”**

**—MEGAN CLARK, COMMUNITY SERVICES MANAGER**

**W**hen Covid-19 struck, IINE's ESOL classes pivoted to a virtual classroom. While some students needed initial help learning how to use the technology involved, client response to our shift online was positive, and many came to appreciate the convenience of online learning.

ESOL classes combine instruction in English with training in cultural knowledge, basic financial literacy, and civics integration. In ESOL classes, adult students gain skills that enable them to enter the workforce, get better-paying jobs, and, in many cases, pursue further job training and higher education.

## LEARNING ENGLISH AND GAINING CONFIDENCE

When Vania Leonard was forced to leave her children behind in Haiti and flee to the U.S., communicating in English was overwhelming: "I remember when I came here, when I go to the supermarket, I couldn't talk to anyone, I couldn't find a word," she says. "They were in my thoughts, but I couldn't explain myself."

Vania discovered IINE's remote ESOL classes when she was looking for help to improve her English. She found patient and

compassionate teachers, and joined a community of other eager English language learners. Vania's favorite part of her classes was the interaction:

"We have to talk with the other students, and I love that." Practice conversations helped break through her shyness, and her vocabulary and confidence grew.


Improving her English and working with IINE also helped Vania to get a better job. When she first arrived in the U.S., she worked in a warehouse, but it was exhausting physical labor and after a surgical procedure, she needed to find a different type of work. Vania's IINE caseworker, Employment Specialist Abbey Weil, helped her to prepare a resume and coached her through interviews. Building on her skills gained as an accountant in Haiti, she is now working part time as a tax preparer, applying for full-time work, and hoping to go back to school.

Most importantly, she hopes to provide better opportunities for her children still in Haiti, Nephtaine and Dahn. "I can't stop thinking about them in my country," she says. "How things are going on there and that their future is not guaranteed."



**TOTAL NUMBER OF INDIVIDUALS ENROLLED  
IN IINE ENGLISH LANGUAGE CLASSES 381**





“I gave the class an important position in my life because I knew that the first thing to get something here is to be able to talk.”

—VANIA, ESOL STUDENT

# Building new careers in construction

**L**aunched this year, the Metro North Pre-Apprenticeship Program (MNPAP) is a ten-week course in facilities maintenance and construction trades for unemployed and underemployed residents of Boston and surrounding communities.

MNPAP is a holistic career-training program that begins with 48 hours of job readiness prep: before a student picks up their first tools, they learn resume and cover letter prep, interview skills, workplace etiquette, networking, and other vocational skills. Next, students receive 90 hours of hands-on training with tools and ladders in a local workshop, and 12 hours of Occupational Safety and Health Administration (OSHA) training. They also receive four hours of financial literacy classes.

## OPENING NEW POSSIBILITIES

Women and minorities are encouraged to apply to MNPAP, and this was part of what drew in Juliette Urrea, who came to New England from Colombia when she was 17 years old. “I was always told construction was only for men,” she says.

Juliette was working as a server at a local restaurant when



“If you want to change your future, trades are really a good opportunity.”

- JULIETTE (RIGHT),  
METRO NORTH  
PRE-APPRENTICESHIP  
PROGRAM GRADUATE

the Covid-19 pandemic struck. When the restaurant was temporarily closed, she applied to the MNPAP program. She hoped for better pay and a Monday-to-Friday schedule that would allow her to spend more time with her six-year-old daughter.

Because of the pandemic, the first part of the course was delivered remotely. Juliette’s personal laptop struggled with the meeting software, so IINE loaned her a better one.

Next, Juliette and her classmates met for hands-on train-



**TOTAL NUMBER OF INDIVIDUALS ENROLLED IN JOB TRAINING AND SKILLS DEVELOPMENT CLASSES AND SERVICES 458**

ing at Medford Vocational Technical High School, where she learned how to use a hammer, a drill, and measurement tools, and how to cut pieces of wood. She enjoyed learning about blueprints, and how to apply them to building: “I enjoy math, so that was one point I really liked.”

Juliette and 14 other graduates completed the MNPAP course in October 2021, with a graduation ceremony in December 2021. Now that she has completed MNPAP training, Juliette is applying for jobs in the construction field with ongoing help from IINE’s Associate Director of Workforce Initiatives, Alexis Kubana. Juliette would like to work as an estimator, helping to determine the costs of construction projects, which would allow her to apply her math skills. Her dream is to start her own construction company.

## Program Partners

- Associated Builders and Contractors of Massachusetts
- Commonwealth Corporation, funded by the Massachusetts Executive Office of Labor and Workforce Development
- CONNECT
- MassHire Metro North Workforce Board
- WinnCompanies



## CERTIFIED NURSING ASSISTANT PROGRAM

This year, 21 students graduated from IINE’s Certified Nursing Assistant Program in Lowell. Currently in its fourth year, the “CNA for Success” program provides English language instruction, classroom learning, and hands-on practice at a local eldercare facility. Fatima, a recent graduate, notes, “After graduating from the Certified Nursing Assistant course, my Employment Specialist from IINE helped me a lot. She guided me step-by-step before the interview until I received a job offer from Sunny Acres Nursing Home. This position will be my first job in the U.S.”

**D**uring the Covid-19 pandemic, immigrants and refugees are some of the most vulnerable individuals in our community. They are the most likely to be essential workers, to live in multigenerational homes, to experience job loss and food insecurity, and to lack access to the technology needed to stay connected and the public health information needed to stay safe. Fortunately, IINE community partners stepped up to help.



“Because the effects of the pandemic can feel so overwhelming, it’s truly gratifying to be able to provide direct help to those who need it. Our immigrant community has been hit particularly hard.”

—MEGHAN REILLY,  
THE CLOWES FUND

## ESSENTIAL RELIEF

IINE’s Emergency Relief Fund provided direct cash assistance, rental assistance, utility payments, and gift cards to struggling families to help keep them afloat. IINE staff also reached out directly to individuals who were ill or in quarantine and delivered personal protective equipment, cleaning supplies and groceries. In Boston, IINE created a mobile food pantry, bringing items donated by the Greater Boston Food Bank and packaged by IINE staff and volunteers to 30-40 households each month.

## KEEPING INFORMED AND CONNECTED

Adapting to health and safety conditions, IINE quickly shifted to remote and hybrid service delivery, offering virtual legal services and intensive support in navigating medical care, employment benefits, and job skills training. Through remote case management, IINE helped 223 individuals secure unemployment benefits. English for Speakers of Other Languages classes also incorporated digital literacy training, and loaned laptops and mobile devices to clients who lacked access.

With support from Life Science Cares and Health Resources in Action, “cultural brokers” with trusted community



connections and fluency in clients' languages were recruited to communicate best practices, counteract misinformation, and help schedule vaccine appointments. In partnership with Greater Lowell Health Alliance, more than 800 Lowell immigrants were provided with calls, texts, and public health-related videos in their primary languages.



## Partners Supporting the Covid-19 Emergency Response Fund

- Eastern Bank Foundation
- Greater Lowell Community Foundation
- Health Resources in Action
- Life Science Cares, Inc.
- Southern New Hampshire University (SNHU)
- Theodore Edson Parker Foundation
- MassHire Metro North Workforce Board
- WinnCompanies



HOUSEHOLDS RECEIVING EMERGENCY SUPPORT FROM IINE IN 2021 **460**



INDIVIDUALS RECEIVING EMERGENCY SUPPORT **1,655**

**I**INE's Immigration Legal Services department delivers low-cost and no-cost legal services to refugees and immigrants throughout New England, helping them to navigate the system to establish legal residency and citizenship.

Gaining citizenship provides many benefits: after becoming citizens, they can vote, they can petition to bring family members to live permanently in the U.S., they can apply for federal jobs, and most importantly, they achieve the peace of mind knowing that their status is permanent.

### A LONG JOURNEY ENDS IN LOWELL

When Patricia Kalambayi was 17, her family was forced to leave the Democratic Republic of the Congo when her father was killed. Patricia, her siblings, and her mother fled to Uganda for safety. In Uganda, they received English lessons, and waited eleven years before they were finally permitted to come to the U.S.

In 2016, the family was resettled in Lowell. IINE staff helped find them a home and assisted Patricia and her brother with

“If it wasn’t for [IINE], I wouldn’t have been able to travel. I wouldn’t have been able to go to school. I wouldn’t have been able to earn money. They help people changing lives.”

—PATRICIA KALAMBAYI,  
A NEW AMERICAN



their college applications. Another sister went through the IINE Certified Nursing Assistant program.

Achieving citizenship was an important next step to make this family’s journey complete. IINE Immigration Legal Services Coordinator Ashley Wellbrock walked the Kalambayi family through all the steps of the citizenship process: “She helped with everything,” Patricia says. “Without her... nothing would have been possible.” By the end of 2021, everyone had gained their U.S. citizenship, except for Patricia’s mother, who will be doing her interview in February 2022. Once she’s a citizen, the plan is to take a photo of the whole family with their flags.



TOTAL INDIVIDUALS RECEIVING LEGAL  
IMMIGRATION SERVICES **1410**

For the first time in their history, both the International Women's Day and Golden Door Awards celebrations were remote due to Covid-19.

IINE hosts an annual International Women's Day (IWD) event to honor the achievements of women leaders and highlight the impact refugee and immigrant women have on our economy and our communities. The virtual celebration was held on March 8, 2021, and was hosted by Tiziana Dearing of WBUR's "Radio Boston." At the event, IINE honored three outstanding women:

- **Roxann Cooke**, New England and Pennsylvania Managing Director of Consumer Banking at JP Morgan Chase, and an immigrant from Jamaica
- **Kathrin Knauf**, Vice President of Project Management at Moderna, and an immigrant from Germany
- **Kanika Soni**, Chief Commercial Officer at Tripadvisor, and an immigrant from India

The Golden Door Award Gala was held on April 27, 2021. This event has been an IINE tradition for more than 50 years. The honoree is an individual of foreign birth who has made outstanding contributions to American society.

At the event, IINE honored **Dr. Reshma Kewalramani**, Chief Executive Officer and President of Vertex Pharmaceuticals. As an immigrant from India and alumna of two Massachusetts universities, Dr. Kewalramani's life and contributions to science exemplify the ingenuity and global leadership that benefits the United States when we welcome brilliant minds from around the world. As the first female CEO of a top-five biotech firm, she inspires people across generations and industries.

"When I arrived in the U.S. in 1983, at the age of 11, my family and I came with two suitcases and \$800 apiece."

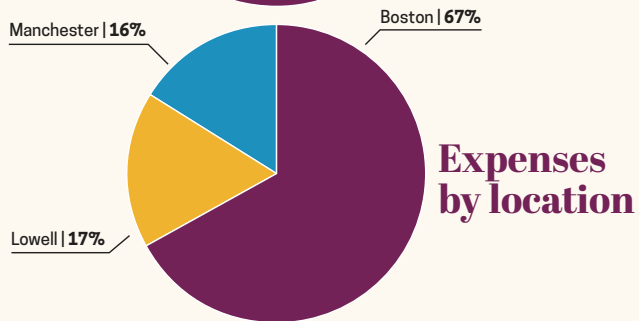
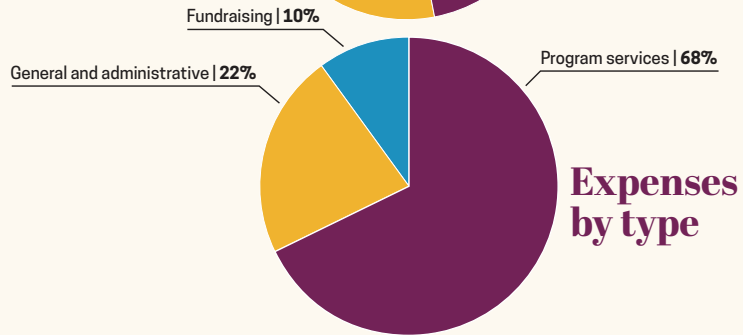
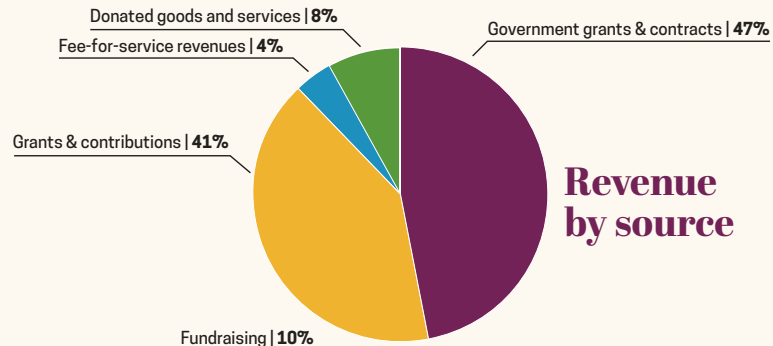
—DR. RESHMA KEWALRAMI,  
CEO AND PRESIDENT, VERTEX AND GOLDEN  
DOOR AWARD HONOREE



# FY21 Financial Statements

	<b>FY21 STATEMENT OF REVENUES &amp; EXPENSES</b>	<b>FY20 STATEMENT OF REVENUES &amp; EXPENSES</b>
<b>Revenues</b>		
Government grants & contracts	3,919,032	3,080,516
Grants & contributions	3,428,151	2,423,764
Fee revenues	335,712	388,242
Donated goods & services	617,041	560,288
Paycheck Protection Loan	0	884,501
<b>Total revenues</b>	<b>\$8,299,936</b>	<b>\$7,337,311</b>
<b>Expenses</b>		
Program services	5,276,292	4,921,123
General & administrative	1,704,520	1,515,827
Fundraising	794,600	835,801
<b>Total expenses</b>	<b>\$7,775,412</b>	<b>\$7,272,751</b>
<b>Change in net assets from operations</b>	<b>\$524,524</b>	<b>\$64,560</b>
<b>Non-operating revenues (expenses)</b>		
Net Investment (loss) / gain	1,155,418	382,836
Capital grants and government contracts	135,000	185,832
Loss on disposal of property and equipment	0	(42,514)
<b>Total non-operating revenues (expenses)</b>	<b>\$1,290,418</b>	<b>\$526,154</b>
<b>Total change in net assets</b>	<b>\$1,814,942</b>	<b>\$590,714</b>
<b>Net assets:</b>		
Beginning balance	9,236,063	8,645,349
<b>Ending balance</b>	<b>\$11,051,005</b>	<b>\$9,236,063</b>





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# 2021 DONORS

## \$150,000+

### PUBLIC SUPPORT

Commonwealth Corporation  
 Massachusetts Office for Refugees  
 and Immigrants  
 New Hampshire Department of Education  
 New Hampshire Department of Health and  
 Human Services  
 U.S. Committee for Refugees and Immigrants  
 U.S. Department of Health and Human  
 Services, Office of Refugee Resettlement  
 University of Massachusetts Medical School

### FOUNDATIONS AND CORPORATIONS

Vertex

## \$100,000-\$149,999

### PUBLIC SUPPORT

U.S. Citizenship and Immigration Services

### FOUNDATIONS AND CORPORATIONS

Cradle to Career - The Philanthropic Initiative  
 Greater Lowell Community Foundation  
 PDB Foundation  
 Theodore Edson Parker Foundation  
 Tripadvisor Foundation

### INDIVIDUALS

Stein-Sharpe Family Fund

## \$75,000-\$99,999

### PUBLIC SUPPORT

City of Boston Office of Workforce  
 Development: Health Resources in Action  
 Massachusetts Department of Elementary  
 & Secondary Education

### FOUNDATIONS AND CORPORATIONS

Life Science Cares, Inc.  
 State Street Foundation

### INDIVIDUALS

Mark and Elisia Saab

## \$50,000-\$74,999

### PUBLIC SUPPORT

Massachusetts Department of  
 Transitional Assistance, Lowell

### FOUNDATIONS AND CORPORATIONS

Mabel Louise Riley Foundation  
 United Way of Massachusetts Bay  
 and Merrimack Valley

### INDIVIDUALS

Karen Waters



## \$25,000-\$49,999

### FOUNDATIONS AND CORPORATIONS

Amelia Peabody Foundation  
 The Clowes Fund  
 CRISPR Therapeutics  
 Cummings Foundation  
 Eastern Bank Foundation  
 John Hancock  
 Liberty Mutual Insurance  
 Ludcke Foundation  
 Nutter McClennen & Fish LLP  
 Sanofi  
 State Street Corporation  
 Suffolk Cares

### INDIVIDUALS

Anonymous  
 Zoltan and Cristina Csimma  
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 Laura Davis and Tyler Jacks  
 Lisa and Theo Melas-Kyriazi

## \$15,000-\$24,999

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Bean Foundation  
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Connors Family Office  
Fish Family Foundation  
Flagship Pioneering  
Greater Lowell Health Alliance  
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MilliporeSigma  
Moderna  
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SEKISUI Diagnostics  
Takeda  
Triumvirate Environmental

### INDIVIDUALS

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Hilary and Mark Finnegan  
Thuy and Tuan Ha-Ngoc  
Avak Kahvejian and Christine  
Markarian Kahvejian  
Dr. Nia Tatsis and Mr. Evan Tzanis



## \$10,000-\$14,999

### PUBLIC SUPPORT

Massachusetts Service Alliance

### FOUNDATIONS AND CORPORATIONS

Blue Cross Blue Shield of Massachusetts  
Blueprint Medicines  
Boston Medical Center  
Boston Scientific Corporation  
Clean Harbors  
EY  
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Massachusetts General Hospital  
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Caroline Michel Charitable Fund  
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Susanna Place  
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## \$5,000-\$9,999

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Acceleron Pharma  
Agiros Pharmaceuticals  
American Tower Corporation  
Beth Israel Lahey Health  
Biogen  
The Bitty Foundation  
The Bushrod H. Campbell and Adah F. Hall Charity Fund  
CBRE  
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Consigli Construction Co, Inc  
Converge  
First Literacy  
Forest Foundation  
Goodwin Procter LLP  
Granite United Way  
Gurnet Point Capital  
Horne Family Foundation  
J.P. Morgan  
Keros Therapeutics, Inc  
Leader Bank  
Massachusetts Biotechnology Council  
McLane Middleton  
New Hampshire Women's Foundation  
Pfizer  
The Sharma Group - Merrill Lynch  
Skadden, Arps, Slate, Meagher & Flom LLP  
Society for Human Resource Management  
South Shore Health System  
Southern New Hampshire University  
Stoke Therapeutics  
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 Crane Family DAF  
 Wayne Davis and Ann Merrifield  
 Deshpande Foundation  
 DiCenso Family Charitable Trust  
 Dunn Family Charitable Foundation  
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 Thomas Knight  
 Bruce Leicher and Ellen Sachs  
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 Shaughnessy Regenauer Fund  
 Julie Rohwein and Jonathan Aibel  
 Maya Samara and Otello Stampacchia  
 Jasbir Seehra, Ph.D.  
 Reshma Shetty  
 Termeer Family  
 Susan Whitehead  
 Taylor and Karen Yates

**\$2,500-\$4,999****FOUNDATIONS AND CORPORATIONS**

Bishop's Charitable Assistance Fund  
 BR+A  
 Boston Children's Hospital  
 Casma Therapeutics  
 Dana-Farber Cancer Institute  
 Deloitte  
 Foley Hoag LLP  
 Fragomen, Del Rey, Bernsen & Loewy, LLP  
 Google Inc.  
 KSQ Therapeutics  
 MIT - Office of Government and  
 Community Relations  
 Novalis LifeSciences LLC  
 Pappas & Pappas  
 Parlee Farms LLC  
 People's United Community Foundation  
 Rubius Therapeutics  
 Skanska USA Building, Inc.  
 The TJX Companies, Inc.  
 UMass Memorial Health Care, Inc.  
 WBUR

**COMMUNITY GROUPS**

St. Christopher's Episcopal Church

**INDIVIDUALS**

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 Jessica and Naiff Bethoney  
 Corey Bollier and Sylvia Jacob  
 The Franchi-Hershoff Family  
 Charitable Foundation  
 Gemayel Family Foundation  
 Jackie Greene  
 Beth and Paul Grous  
 Kimya and Mike Harris

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## **\$1,000-\$2,499**

### **PUBLIC SUPPORT**

Massachusetts Executive Office of  
Energy and Environmental Affairs

### **FOUNDATIONS AND CORPORATIONS**

Aubert Fay Charitable Fund  
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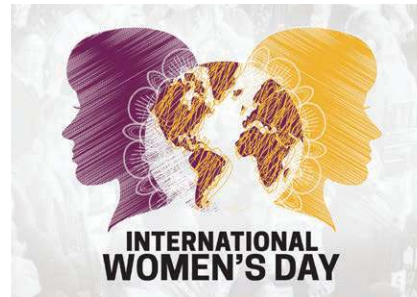
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