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COMMUNITY ACTION PARTNERS
HBS ASSOCIATION OF BOSTON

2017-18 Pro-Bono Consulting Opportunities

Artists for Humanity empowers and employs Boston teens in an intensive program of arts, creativity and enterprise. AFH partners youth with professional artists/designers in small groups to design, create and sell art products and has produced fine art and creative products for most of Boston's largest firms and organizations. AFH is completing a \$28M capital campaign to support a 30,000 sq. ft. addition to their unique facility, with a ground-breaking set to commence this summer. To maximize the potential of this expansion, and to enhance the long-term sustainability of AFH, they are undertaking a 5-year expansion business plan with a focus on growing current lines of earned revenue as well as launching new public-facing initiatives such as a Maker's Studio and curated art gallery. Flexible in shaping the project scope to match the interests and experiences of volunteers, AFH is looking to CAP to help them ask the right questions, find connections, and help build, refine and vet a business plan. Artists for Humanity is located in the Fort Point Arts District in Boston.

The **Boston Athenæum** is a membership library and cultural center that serves a vibrant community of over 5,000 members. The Athenæum's administration and Board seek market

segmentation analysis of the body of members so that they may make informed, prioritized decisions reflecting the organization's 2018-24 Strategic Goals. These Strategic Goals address various areas of activity, such as deepening member engagement, ensuring the center's continued relevance, burnishing its reputation, and diversifying sources of revenue. The Athenæum has approached CAP for assistance in analyzing existing member data, augmenting this data to fill gaps, identifying potential new markets for growth, and prioritizing efforts to serve member groups. They hope to develop practices to improve future data collection and analysis and identify 3-9 target demographic groups for membership retention and/or growth.

Boston Youth Sanctuary is an innovative therapeutic after school program for at-risk youth ages 6-12 who have experienced traumatic events and circumstances including homelessness, neglect, domestic violence, physical and sexual abuse and foster care. Over the last five years, BYS has served high-need youth and families with its unique prototype combining individual and group therapies, family services, after school care, educational advocacy, mentorship, skill-building enrichment groups, arts and athletic activities. BYS's model currently serves 30 low-income Boston-area youth and their families and they are ready to expand to a second site in order to serve more children. They are looking to CAP for assistance with a strategic plan for replication, including specific timelines for site identification and facility needs, a blueprint for

replicating a youth and staffing model and a financial model for long-term sustainability. The ultimate hope is that the replication model created by the CAP team and BYS opens the door to expansion to future sites in high-need areas of Massachusetts and beyond. Boston Youth Sanctuary is located in Dorchester, MA.

[Brazelton Touchpoints Center](#) was founded in 1996 by T. Berry Brazelton, MD, and is based in the Division of Developmental Medicine at Boston Children's Hospital. The mission of the organization is to partner with families of young children and the communities and systems of care that surround them so that all children – whatever their life circumstances, challenges, and resources may be – will be healthy, succeed as early learners and have the opportunity to thrive. Within the BTC, the National Center on Parent, Family, and Community Engagement (NCPFCE) collaborates with the Office of Head Start and Child Care to develop and disseminate evidence based and exemplary practices to support the growth and development of young children through meaningful family and community engagement. NCPFCE offers training and technical assistance, including professional development programs, web-based training and simulations, print and web based guides and digital tools. Key audiences include Head Start and Early Head Start leadership and staff, state Child Care Development Fund state administrators and their dissemination networks, regional and state-based training networks, and the early childhood field. The NCPFCE team

seeks CAP's assistance to develop a strategic marketing and communications plan to disseminate these important resources and effectively expand and deepen reach and application of these resources by key audiences. Brazelton Touchpoints Center is located in the Fenway area of Boston.

Budget Buddies helps low-income women become more economically self-sufficient and transform their lives by teaching them core financial literacy skills and pairing them with personal financial coaches. Budget Buddies works to reduce the number of women and their families who live on the economic margins by improving their financial skills, behavior, and confidence. Since 2010, Budget Buddies has implemented 46 programs in partnership with 25 community agencies and trained more than 400 Coaches to mentor nearly 500 low-income women. With a graduation rate of 85%, their innovative approach to financial literacy – which combines six months of instructional workshops with personal, one-to-one coaching -- has proved highly successful in producing greater economic stability, sustained employment, increased educational opportunities, and better housing security. As demand for their programs rises sharply, Budget Buddies is looking for CAP's help to develop a business plan that helps ensure they are growing in the most appropriate and sustainable way, while maintaining the quality of their programs. Budget Buddies is located in Chelmsford, MA.

[Citizens for Juvenile Justice](#) (CfJJ) advocates for a fair and effective juvenile justice system in Massachusetts, designed to promote the healthy development of children and youth so they can grow up to live as responsible and productive adults in our communities. They are the only independent, non-profit, statewide organization working exclusively to improve the juvenile justice system in Massachusetts. CfJJ believes that both children in the system and public safety are best served by a fair and effective system that recognizes the ways children are different from adults and focuses primarily on their rehabilitation. CfJJ is looking for CAP's help to commence a strategic planning process with the staff and Board that will result in a new, four-year strategic plan for the organization. They are looking for a strategic plan to solidify their strong foundation, while potentially expanding their work into new areas such as addressing the linkage between children involved in the child welfare system and those who end up in the juvenile justice system. CfJJ is located in Downtown Crossing in Boston.

[Earthwatch](#)'s mission is to engage people worldwide in scientific field research and education to promote the understanding and action necessary for a sustainable environment. They currently support about 50 conservation research studies that address complex environmental challenges such as ocean health, climate change, human-wildlife conflict, and more. On deeply immersive, one- to two-week-long programs, participants work with leading

scientists to collect the data needed to tackle these critical environmental challenges and return home informed ambassadors for the planet. In October of 2016, millions of people were introduced to Earthwatch when social news giant BuzzFeed aired a brief video featuring Earthwatch's research expeditions. Earthwatch is looking to CAP for help determining how they can harness the energy of this eager, motivated – yet time- and resource-constrained audience to make a difference. CAP will work on a market research strategy with the goal of identifying new products and services to target millennial audiences. Earthwatch is located on Western Avenue in Boston, close to the HBS campus.

[Family Nurturing Center of Massachusetts](#)

Family Nurturing Center's mission is to work with others to build nurturing communities where children are cherished, families are supported, and healthy human development is promoted by all. FNC works with community partners to provide comprehensive family support from birth to adolescence. They coordinate a range of programs that include Welcome Baby newborn outreach and Parent/Child Home Program visits, Playgroups for children and their parents/caregivers together, intensive Nurturing Parenting Programs that involve the whole family, and community-based services that engage families in school readiness activities, resource referral, and advocacy. FNC would like to work with CAP on a strategic plan, examining questions including programmatic model, outcomes measurement, board

development and staff succession and development. Family Nurturing Center is located in Dorchester.

[Hospitality Homes](#) provides free short-term housing in volunteer host homes and in donated apartments for families and friends of patients seeking care at Boston-area healthcare centers. Hosts open their homes to total strangers, providing much-needed relief from emotional and financial challenges while patients access what is often last-resort, life-saving medical treatment. Hospitality Homes is seeking CAP's assistance with a communications and brand campaign strategy, one of the key action items from their recent long range planning initiative. Along with a comprehensive marketing plan, Hospitality Homes is specifically looking to strengthen outreach to existing apartment/corporate donors (including Continental Wingate Companies, Equity Residential, AvalonBay, and Airbnb) and develop partnerships with new ones. Over the last three years 20% of total hosted nights have been in apartments donated by partners and the need continues to outstrip supply. Hospitality Homes is located in Brookline near Fenway.

[Indian Hill Music](#) is one of only a few organizations in the nation combining a community music school and professional orchestra in one integrated organization. Indian Hill is building a state-of-the-art music education and regional performance center in Groton which will open in 2020 with a 1,000 seat

concert hall and a 300 seat recital hall. The organization expects to ramp up to 50+ performances per year. Building on CAP's highly successful benchmarking study of other non-urban performance centers last year, IHM would like CAP volunteers to do a market research study to help them understand the musical genre preferences and live concert attendance habits of residents of the cities and towns in the region.

[NECEC](#)'s mission is to create a world-class clean energy hub in the US Northeast, delivering global impact with economic, energy and environmental solutions. NECEC includes two sister nonprofit organizations – the Northeast Clean Energy Council is the lead voice for hundreds of clean energy companies across the Northeast, influencing the energy policy agenda and growing the clean energy economy; the NECEC Institute leads programs in Innovation & Entrepreneurship, Policy Development, Communications and Market Development. NECEC has started to explore two major strategic opportunities that leverage industry-academic partnerships: (1) The Northeast Clean Energy Economy Institute, a consortium for regional policy, business and innovation research; and (2) The Northeast Innovation Ecosystem Network, a partnership to accelerate the cleantech innovation ecosystem. NECEC is looking to CAP for assistance in researching, analyzing and developing plans related to these new strategic efforts. NECEC is located in the Fort Point district in Boston.

Noonan Scholars supports high-achieving, low-income students of color so they get into top tier colleges and graduate in the most rigorous majors, with high GPAs and the skills they need to begin executive careers. Noonan's unique program supports scholars through the entire life-cycle of higher education -- from junior year of high school to college and finally, to the start of a career. Over 85% of their Scholars attend selective colleges, over 70% persist and graduate in STEM and other rigorous majors, and over 90% graduate. Noonan Scholars will merge this summer with its partner organization based out of Los Angeles, South Central Scholars, to form one national organization headquartered in Boston led by the current Executive Director of Noonan Scholars. They are looking for assistance from CAP to develop a growth strategy and operational plan, to enable Noonan to effectively transition from two successful local organizations into one national program in which quality of service and the ability to effectively monitor progress are maintained. Noonan Scholars is located in Boston's Financial District.

Plimoth Plantation offers powerful personal encounters with 17th century history built on thorough research about the Wampanoag people and the Colonial English community in the 1600s. The Museum provides an experiential outdoor and indoor learning environment on its main campus, at the State Pier on Plymouth's waterfront, and at the Plimoth Grist Mill on Town Brook. The Museum is readying itself for significant milestones and anniversaries that will bring it attention: in

2019, the return of the fully restored Mayflower II; in 2020, the 400th anniversary of the landing of the Pilgrims on New England's shores; in 2021, the 400th anniversary of the first Thanksgiving; and in 2022, the 75th anniversary of the Museum's founding. With a new visual identity nearing completion and these substantial milestones looming, Plimoth Plantation has a tremendous opportunity and need to address messaging and identity challenges. They are looking for CAP's help in developing an integrated communication and marketing project while also documenting the Museum's economic impact as a significant contributor to the region. Plimoth Plantation is located in Plymouth, Massachusetts. Client meetings will generally be held in Boston.

[Project Citizenship](#) is a nonprofit agency that provides free, high quality services to legal permanent residents to help them become U.S citizens. Project Citizenship offers free workshops, eligibility screening, application assistance, and recruitment and training of *pro bono* Boston area lawyers and volunteers to prepare all materials needed to apply for U.S. citizenship. In addition, Project Citizenship works with community-based community partners to provide a range of citizenship application support services, civics instruction, and ESOL classes. Project Citizenship has experienced rapid exponential growth and is at an inflection point. Project Citizenship is looking for CAP's assistance in developing a strategic plan specifically looking at its business model, staffing structure, relationship with community partners, growth goals, and

funding structures. The strategic plan must take into account the demographics and geographic distribution of the growing immigrant populations in Massachusetts. Project Citizenship is located in the Faneuil Hall area of Boston.

RESPOND partners with individuals, families and communities to end the serious public health issue of domestic violence. To address this mission, RESPOND operates an emergency shelter; a 24-hour crisis hotline; and a broad range of community services and education programs provided independently and in collaboration with other local organizations and agencies. RESPOND is looking to CAP for assistance with a 3-5 year strategic plan. RESPOND worked with a CAP team in 2011-12 on a governance project to build the organizational structure needed to successfully implement a strategic plan. That project produced meaningful positive results and RESPOND is ready to undertake a strategic plan that will enable them to be proactive, expand their reach and solidify their reputation as a thought leader in the movement to end domestic violence. RESPOND is located in Somerville, MA.

Silver Lining Mentoring empowers youth in foster care through committed mentoring relationships, the development of essential life skills, and access to critical and urgent resources. Silver Lining Mentoring's programming creates a community of consistent, adult support for youth in foster care, enabling them to build the self-confidence, essential life skills, and

emotional well-being they need to flourish. Silver Lining offers three core services to youth impacted by the child welfare system: Community Based Mentoring, which provides one-to-one volunteer mentorships to youth ages seven and older; Learn and Earn, which provides life skills development and leadership opportunities to young people ages 16 and older; and Young Adult Services, which provides critical and urgent resources, such as housing support, to youth who have aged out of the child welfare system. Silver Lining Mentoring has a three-year business plan to continue its growth trajectory and serve at least 500 youth in Greater Boston, half the city's foster care population, by the year 2020. To support its programmatic growth, Silver Lining Mentoring is looking to CAP for help in developing a marketing strategy and plan. Silver Lining Mentoring is located in Boston near South Station.

[William James College](#) is a school of psychology that integrates rigorous academic instruction with extensive field education and close attention to professional development. They assume an ongoing social responsibility to create programs to educate specialists in many disciplines to meet the evolving mental health needs of society. William James College has evolved from a very small (\$2M) organization in 2002 to a complex vibrant college (\$26M budget) and offers many hybrid (online and in-person) programs as well as traditional Master's and PhD degrees. It is looking for CAP's assistance to optimize their organizational structure and to address the declining enrollment of the MA program in Counseling, to increase the

diversity of their student body and to leverage opportunities to partner with other organizations such as local non-profits that provide counseling, other educational organizations and veterans programs. William James College is located in Newton.