EXECUTIVE SUMMARY

A LOOK BACK AT TRII

If someone had asked me, at any point during the Fall of 2016, whether I could imagine TRII at the stage it is today, I would have shared that it is what we hoped would happen – fully recognizing that it might take years to get to achieve our vision.

From an inspirational moment in a classroom, to meeting in Brandeis University’s library for the first time, then to the countless meetings that followed with Victoria St. Jean, Jonathan Goldman and Professor Smith, to TRII growing and having its own office space, a chartered student club and training over 50 undergraduates. It is truly humbling and beyond incredible to witness the support that TRII has gathered in the last two and a half years.

There is no doubt that treading a path which has not yet been paved, is not easy. I thank each student, my determined fellow co-founders, dedicated members of the Board and the institutions that have supported us on this journey which has only just begun. I am grateful that my alma mater has chosen to stand behind such an important cause - one that TRII is advancing daily.

This endeavor was inaugurated because it is crucial to understand that just as my own parents were forced to flee their home country due to religious persecution, others also often have no recourse.

To borrow some words from Warsan Shire, a British-Somalian poet, "No one leaves home unless home is the mouth of a shark."

I built a new home here just as my parents built new homes in their new countries. We are trying to accompany those who are going through the arduous process of building new homes, while actively enriching our communities. We at TRII know that we learn just as much from our participation as those who utilize our services do. In eager anticipation of the opportunities that await.

"No one leaves home unless home is the mouth of a shark."
- Warsan Shire

MUNIS SAFAJOU
Board Chair
ABOUT THE RIGHT TO IMMIGRATION INSTITUTE

In 2017, nationwide, about 90% of unrepresented asylum cases in immigration court were denied. In contrast, people with representation are five times more likely to gain asylum.

At The Right to Immigration Institute (TRII, pronounced “tree”), we are working to close this gap. TRII is the only nonprofit in the United States focused on training undergraduate students to become accredited with the Department of Justice (DOJ) so they can represent people navigating the immigration system in asylum and citizenship cases.

TRII was founded during the fall of 2016 by Brandeis University Professor and Attorney Doug Smith and Brandeis students Victoria St. Jean, Munis Safajou, and Jonathan Goldman in response to the severe underrepresentation faced by people going through the immigration process. One story in particular of a senior Justice Department official arguing that 3-year-olds can represent themselves on their own struck a chord in TRII’s team and inspired them to take action.

TRII’s mission was to figure out how to apply the law school clinic model at the
Due to the low cost associated with training students and supporting them as volunteer accredited representatives and with the support of grants and donors like you, we are able to provide all of our services pro bono. A significant problem is that there are not enough immigration attorneys willing to do pro bono work. Fortunately, through the training and supervision of immigration attorney and Professor Doug Smith, we are able to utilize a large talent pool of undergraduate students who are motivated, intelligent, and interested in learning. Lastly, our partnerships with several nonprofits and advocacy organizations such as WATCH CDC and the Waltham Partnership for Youth have allowed us to build our connection and trust with the immigrant community through educational resources such as workshops, information sessions, citizenship classes, and support resources.

The innovative program at TRII tackles the three biggest causes of underrepresentation: high cost, undersupply of immigration representatives, and lack of community engagement.

**IBONE**

Originally from Venezuela, Ibone works as an English-Spanish translator, helping to empower the next generation of immigrants. Ibone was one of TRII’s first clients and she recently received her citizenship with the help of TRII’s legal team.

“I’m so happy I am a citizen now! I was so nervous before my interview but TRII helped me practice. I’m so grateful for their help. They spent so many hours helping me and I am so happy.” - Ibone
TRII provides three main areas of service. First, TRII trains students in immigration law through an intensive 14-week program after which students will be prepared to apply for accreditation with the DOJ. Second, TRII provides legal services for clients seeking naturalization, asylum, certain types of visas, Temporary Protected Status, VAWA, and answers to general immigration questions. Third, TRII leads general informational workshops and topic-specific workshops to educate Waltham and the greater Waltham community about immigration issues and relief.

TRII began training students during the fall of 2017 and began accepting clients at the beginning of 2018. Since then, TRII has trained nearly 60 students and has had 3 students accredited by the DOJ (with several more applications pending); served over 150 clients; held multiple citizenship workshops, immigration informational sessions, and community events; and partnered with several organizations including Brandeis University, WATCH CDC, and Waltham Public Schools.

With the support of Davis Projects for Peace, Brandeis University, and several individuals who have worked to provide the foundation for what they need for success, TRII is looking to continue to expand as a model that can be replicated across university campuses. With only two years under its belt, the potential impact TRII’s model could have on a national scale would shift how we think about immigration law.

Alejandra Bonilla (TRII Class of 2018) was recently awarded the Rich/Collins Community Leadership & Impact Fellowship to support her work with TRII. Through this fellowship, Alejandra is organizing an interpretation certification course for the TRII Team, updating TRII’s case management system and providing a training on the new system, and leading a TRII immigration office hours session in the Spring of 2019.

"The Rich/Collins fellowship will provide me with the valuable opportunity to address community needs that I hold closely to my heart. As a fellow, I look forward to gaining new leadership skills and developing effective delegation techniques." - Alejandra
OUR COMMUNITY

AN OVERVIEW OF THE COMMUNITY WE SERVE

GREATER BOSTON & METROWEST
50% OF THE TOTAL IMMIGRANT POPULATION IN MASSACHUSETTS

HIGH-NEED
95% OF CLIENTS REPRESENTED BY TRII ARE LESS THAN 150% ABOVE THE POVERTY LINE

ASYLUM & CITIZENSHIP
OVER 75% OF TRII'S CASES ARE ASYLUM CLAIMS OR CITIZENSHIP CASES
OUR COMMUNITY

THIS SECTION INCLUDES A BREAKDOWN OF THE COMMUNITY WE SERVE

The Right to Immigration Institute serves the immigrant communities of the Greater Boston and MetroWest areas which make up over 50% of the total immigrant population in Massachusetts. This number continues to grow, too. Between 2010 and 2016, the immigrant community increased by nearly 100,000 people. With an already large immigrant community, this growth has demanded more immigration service providers which can support those who need legal help. This means both training more people who can help and making sure services are affordable.

TRII’s location in Waltham gives it a unique advantage in reaching the immigrant communities of Massachusetts. Not only does TRII serve the large immigrant community in Waltham (71% of our cases are from Waltham) and the Greater Boston area (24%), but TRII also receives clients from Central Massachusetts (5%). Rather than requiring people to drive an extra hour, TRII provides a convenient midway point for people in the Greater Boston and Central Massachusetts areas. In addition, with less funding to support immigration non-profits in Central Massachusetts, TRII’s services are far more affordable, making the 45-60 minute trip to Waltham worthwhile for many clients.

Not only is representation important throughout the immigration process, but it is also particularly important for asylum and naturalization cases. In 2016, for example, 90% of unrepresented asylum cases in immigration court were denied. In contrast, with representation, asylum cases in immigration court have a success rate of ~50%.
These rates are not only unique to asylum. 63% of non-citizens who went to immigration court between 2007 and 2012 did not have legal representation. Without representation, detained non-citizens sought relief only 3% of the time and non-citizens who were never detained only sought relief 15% of the time.

Someone’s inability to afford or have access to an attorney should not be the determining factor in whether or not their case is rejected. A case should be determined based on its merits, however, without proper representation, the merits of someone’s case may be overlooked. TRII is working to close the gap of underrepresentation by training students to become accredited representatives who can provide services to clients pro bono. By providing its services pro bono, TRII is addressing both issues of affordability and access.
By the Numbers

100% of Applications Accepted

90% Retention Rate

By the Numbers

91 Cases Received Since Start of 2018

100% of Services Given Pro Bono

10% Pending Applications

5+ Applications Submitted Soon to be Community Partners

10+ Community Events

100+ Total Attendees at TRII-led Events

57 Students Trained and Returned

27 Students Trained during Fall 2018

3 Students Have Received Accreditation

4 Students have Pending Applications

TRII

By The Numbers

By The Numbers Graphic by TRII | www.therighttoimmigation.org
ORGANIZATIONAL EFFECTIVENESS
AN OVERVIEW OF HOW WE DID IN 2018

90% RETENTION RATE FOR VOLUNTEERS
As we enter into our 4th training session, we have seen a 90% retention rate among students and volunteers.

86 TOTAL CASES SINCE START OF 2018
TRII has taken on 86 cases from people from 19 different countries with Guatemala being the most common originating country.

2X INCREASE IN STUDENT INTEREST
Over the past year, we saw a doubling in students who are interested in getting trained with TRII over the past year.
LEGAL SERVICES

The Right to Immigration Institute provides pro bono immigration legal services. This includes representation in immigration court, assisting in completing immigration forms, and answering general questions. During 2018, TRII assisted with several different types of cases: asylum, naturalization, U-Visa, T-Visa, K-Visa, Student Visa, green card replacement, adjustment of status, VAWA, and work authorization. The majority of TRII’s cases are asylum and naturalization, however TRII has seen an increasing focus on and number of asylum cases.

TRII’s legal services are all provided with oversight from one of TRII’s attorneys: Doug Smith, Marilyn Lee-Tom, or Lauren Gearty. Most cases also include oversight from one of TRII’s accredited representatives: Victoria St. Jean, Jonathan Goldman, Isaac Yglesias, or Sara Hogenboom. Cases also generally have 1-2 TRII Advocates working with TRII’s attorneys and accredited representatives.

Levels of Review

Each case that TRII works on has oversight from an attorney. Most cases also have oversight from an accredited representative. By working as a team, TRII aims to help one another learn and ensure the best possible representation.
WHAT IS R&A?

R&A stands for recognition and accreditation. R&A is a process through the Office of Legal Access Programs (OLAP), one of the branches of the Department of Justice (DOJ).

An organization is “recognized” when OLAP gives a non-profit permission to practice immigration law through Accredited Representatives either before DHS only (partial accreditation) or before DHS and EOIR (full accreditation). Recognized organizations also appear on a roster created by the DOJ and are often shared with people seeking immigration legal services. In order to receive recognition, a non-profit must “demonstrate access to adequate knowledge, information, and experience in immigration law and procedure.”

A representative is “accredited” when OLAP authorizes a specially qualified non-lawyer to represent individuals in immigration legal matters. Accredited representatives are listed on a roster which can be searched online via the DOJ. In order to receive accreditation, an individual must posses “broad knowledge and adequate experience in immigration law and procedure.”

REFERALS

While TRII originally intended to have walk-in appointments, due to such as high demand for assistance, TRII has switched to a referral-only system. Potential clients are referred to TRII through one of three main systems. First, potential clients can fill out a paper referral form and submit it to TRII to schedule an appointment. Second, nonprofits and other service organizations can refer individuals to TRII. Lastly, potential clients can use TRII’s online referral system via its website.

Unless the potential client has a question about an area of immigration law that falls outside of the primary focus of TRII, all potential clients are scheduled for appointments with TRII’s legal team.

REPRESENTATION

Following an intake meeting with a potential client, the potential client’s case is presented to the entire TRII team to determine whether or not we will be representing the individual and, if so, who will be assigned to working on the case.

Even if TRII is unable to represent someone, this does not necessarily bear on the merits of a potential client's case. Due to several factors such as time, volunteers, money, and interpretation capacity, TRII is unable to represent every potential client.
In 2018, TRII held several events. These events had the goal of both expanding TRII's outreach and providing information and services to clients in a group-setting. Through these events, TRII fostered partnerships, connected with more potential clients, and built its community footprint.

To kick off the year, TRII led a workshop at Brandeis University as a part of 'Deis Impact Week. The event focused on how to get involved with immigration legal work and how TRII is working to close the gap of underrepresentation.

Through Waltham Public Library's "The Journey of Becoming" series, two of TRII's co-founders, Victoria and Jonathan, spoke about how they started TRII.

In March, TRII led a workshop at the Massachusetts Teachers Association's English Language Learner's Summit focused on immigration's intersection with the classroom.

During the end of the spring, TRII held its first Immigration Overview event in collaboration with WATCH CDC. This event provided a broad overview of various forms of immigration relief.

TRII also held its first Naturalization Workshop in collaboration with WATCH CDC. So far, four clients TRII worked with at the event have since been naturalized with several others' cases still pending.
At the end of the summer, TRII tabled at Waltham Day, a celebration on the Waltham commons which attracts hundreds of residents and features many local organizations.

In October, Jonathan and Victoria attended the annual Immigration Law and Policy Conference in Washington D.C. The conference centered around several key changes in immigration law and marked TRII’s second annual appearance at the event.

After recognizing an increasing number of clients who faced issues with accessing our services due to a lack of equitable transportation options in Waltham, we were excited to join the Waltham Partnership for Youth in their canvassing efforts to gain data on how to improve transportation in Waltham.

On Election Day, TRII participated in MassVOTE’s Get Out The Vote (GOTV) program for newly naturalized voters.

To close off the year, TRII joined WATCH CDC for their Immigrant Appreciation Potluck. With great music, food, and friends, this was a great way of ending the year.

At the beginning of the summer, TRII held a Know Your Rights workshop in collaboration with the Waltham Public Library. This event covered both Know Your Rights information as well as information on actionable steps that non-immigrants can take to support immigrants in their community.

Organized by WATCH CDC, TRII also was represented at the Waltham Resources Fair, an event focused around free and low-cost programs in Waltham.

THROUGH TRII-LED EVENTS, WE REACHED OVER 150 PEOPLE.
IN THE NEWS

In 2018, TRII could be found all over the news. With articles published in The Boston Globe, The Justice, The Brandeis Hoot, and Brandeis Now, these pieces helped get the word out about TRII and helped give the world a better understanding of what TRII does. For example, after TRII officially received recognition and accreditation in February 2018, The Brandeis Hoot wrote an article explaining what this meant for TRII and what would come next.

In May 2018, Victoria and Jonathan were featured in The Boston Globe as part of a Q&A that gave a broad overview of TRII's work. While the article was short, this led to several people reaching out and connecting with TRII. For example, Haley Lyons, TRII's Social Media Fellow during the summer of 2018, read about TRII in this article and was instantly interested in getting involved. The Boston Globe article also gave TRII a tool to share with interested donors, volunteers, and organizations interested in learning more about TRII.

For a more in-depth article about TRII and its founding, Jarret Bencks at Brandeis Now wrote an article which covered a broad range of topics at TRII. This article also featured interviews with several people from TRII and was a useful tool for connecting with alumni. This article was also featured in several prominent Brandeis publications, further highlighting TRII's profile in the Brandeis community.

A large part of the success of TRII's media push has been a result of the support of Brandeis University's administration and Office of Communications. TRII's partnership with Brandeis has allowed for numerous connections in the media and backing of legitimacy. As a new organization, this support has been vital in connecting TRII with The Boston Globe, for example.

"It's so much more than legal work"
- Victoria St. Jean in The Boston Globe
training program

In addition to providing legal services, TRII also trains students in immigration law so they are prepared to represent people navigating the complex immigration system. As of the end of 2018, 57 students had completed TRII’s training program.

Taught by TRII’s legal team, TRII’s training program lasts 14 weeks and covers 14 topics:

1. Becoming a TRII Representative
2. Foundations of Immigration
3. Citizenship
4. Asylum/Refugee Pt.I
5. Asylum/Refugee Pt.II
6. Asylum/Refugee Pt.III
7. Relief
8. Family-Based Immigration
9. Other Petitions
10. INA 212 and Convictions
11. Adjustment of Status and Consular Processing
12. Removal Orders & Proceedings, and Employment/Diversity Visas
13. Inadmissibility & Deportability
14. Being in the Courtroom & Mock DHS Interview

The Brandeis Student Association for TRII has seen an increasing number of students interested in participating in TRII’s training program.
TRII’s training program involves both lecture-style and hands-on workshops. By covering the laws and legal philosophy behind immigration law as well as applying these concepts in practice, TRII’s program ensures students are prepared to work with clients.

Following the completion of the training program, students are required to take a final examination to ensure they are prepared to work with clients.

If they receive a passing grade, students work with TRII’s legal staff in a paralegal role. This includes legal research, assisting at intake, and helping prepare applications. Once students have completed at least 60 hours of paralegal work and TRII’s Legal Programs Director, Doug Smith, determines students are prepared, the student works with TRII’s staff to apply for accreditation with the Office of Legal Access Programs (OLAP).

Once students have received accreditation, they serve in both leadership and mentorship roles for other students who have not yet been accredited. Until receiving full accreditation, however, partially accredited students continue to work with TRII’s supervising attorneys.

In addition to mentorship through working on cases, TRII’s student advocates continue to receive professional development which covers topics such as legal writing and updates on changes in immigration law. TRII advocates also work with TRII’s legal team during training workshops, following the teach-the-teacher model.

As of the end of 2018, TRII’s training program has only been offered to Brandeis University students, however, the program is looking to expand to other students and active community members.

$66,471.65
The Independent Sector's Estimated monetary "value" of community impact

The Independent Sector’s Estimated monetary “value” of community impact
Partnerships & Collaborations

TRII IS MADE STRONGER THROUGH ITS PARTNERSHIPS

Core to TRII’s values is the belief that supporting immigrants involves more than providing legal services. At TRII, we are dedicated to connecting our clients to the services they need to succeed. In order to achieve this goal, we have partnered and collaborated with Brandeis University, WATCH CDC, Boston Medical Center, Waltham Partnership for Youth, Waltham Public Library, and several other organizations. TRII is also a member of the Waltham Inter-Agency Coalition which is a group made up of

WE HAVE PARTNERED WITH ORGANIZATIONS LIKE WATCH CDC, BOSTON MEDICAL CENTER, AND THE WALTHAM PARTNERSHIP FOR YOUTH TO EXPAND OUR SERVICES
WATCH CDC

WATCH CDC has been a key part of TRII’s success. At the end of 2017, WATCH CDC invited TRII to rent one of their office spaces at a discounted rate.

In January 2018, TRII moved into its first office located at 24 Crescent Street, Suite 201A in Waltham.

Partnering with WATCH CDC is the perfect match. With both of our organizations seeing many clients who need both immigration and housing services, we have had a symbiotic relationship.

In addition to referring clients to one another, we have worked with WATCH CDC on organizing events including a naturalization workshop, an immigration overview workshop, and an immigration update event which covered recent changes in immigration law.

Waltham and Greater Waltham-area service providers dedicated to working together to support our community.

Our partnerships and collaborations have resulted in several mutual benefits. Most of TRII’s referrals come through partner organizations. By providing all of our services pro bono and having readily available appointments, TRII is an organization which our partners can rely for their client referrals.

TRII has also worked with other organizations on various specific projects such as being a host site for an intern in the Waltham Partnership for Youth’s internship program (see below).

SARAH JEAN BAPTISTE

Sarah, a Waltham High School student, joined the TRII team as an intern during the summer of 2018 through the Waltham Partnership for Youth’s internship program. In collaboration with the City of Waltham, Sarah earned $12/hour through her work with TRII.

With TRII, Sarah worked on several projects: organizing TRII’s fall 2018 volunteers, updating TRII’s website, compiling a database of TRII’s photographs, designing a new calendar system for TRII, creating a database of immigration webinars, and working with TRII’s legal team on casework.
STRATEGIC PLAN

At the beginning of September 2018, TRII started working with a strategic planning team including WE Charity Board of Directors Chair Dr. Jonathan White, and consultant and professor Shawn Hauserman. The strategic planning team is working with TRII’s Board of Directors to create a comprehensive road map for TRII’s growth. This includes areas such as organizational structuring, fundraising, timelines, recruitment building, training development, and expansion.

At the end of 2018, the strategic team has worked on refining TRII’s mission, goals, values and vision; strategic fundraising; and analyzed strengths, weaknesses, opportunities, and threats that TRII faces.

Guided by Dr. White and Prof. Hauserman, these strategic planning sessions are meant to help TRII create a 5-year plan of growth and expansion with specific goals and benchmarks for each year.

The Team

Dr. Jonathan M. White is director of the Bentley Service-Learning Center and an associate professor of sociology at Bentley University. He was the founding director of the nonprofit Sports for Hunger and the Hunger Resource Center, and has created or helped to develop the international Halloween for Hunger (now We Scare Hunger), We are Silent, 10-by-10, One Night Out, Brick-by-Brick and Pass the Fast campaigns. Professor White currently serves as Chair of the US board of directors for Free The Children, the world’s largest organization of youth helping youth through education, which is the parent organization for We Day, We Villages, and We Schools. Separately, Dr. White has also served as Senior Consultant to the AP (Advanced Placement) with We.Org service-learning program.

Shawn is the Associate Director of Academic Programs for the Bentley University Service-Learning Center where his primary responsibilities include creating, organizing and managing all academic service-learning, collaborating with faculty across each department to develop well-structured service-learning projects that meet community needs, and working with and advising students in developing their leadership and civic engagement skills. In addition to his work at Bentley, Shawn engages in a number of consulting activities relating to service-learning, nonprofit organizational enhancement, operations and strategic planning, as well as organizational diversity and inclusion.
With the strategic plan aimed to be completed by the fall of 2019, this plan will provide a 5-year roadmap as TRII continues to grow. Rather than being a singular guiding document, this strategic plan will start a trend of annual planning which constantly prepares TRII to grow and improve. This plan will also help TRII develop the most effective ways to operate, message, and fundraise.

STRATEGIC PLAN TIMELINE

<table>
<thead>
<tr>
<th>TASK</th>
<th>START DATE</th>
<th>END DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PHASE 01</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RESEARCH, DISCUSS, AND ANALYZE GOALS FOR STRATEGIC PLAN</td>
<td>SEPT 2018</td>
<td>JUNE 2019</td>
</tr>
<tr>
<td><strong>PHASE 02</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WRITE STRATEGIC PLAN</td>
<td>JULY 2019</td>
<td>JULY 2019</td>
</tr>
<tr>
<td><strong>PHASE 03</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EDIT, COMPILE, COMPLETE, AND PRESENT STRATEGIC PLAN</td>
<td>JULY 2019</td>
<td>AUGUST 2019</td>
</tr>
</tbody>
</table>
44% INCREASED ENROLLMENT
2018 saw a 44% increase in enrollment in TRII's intensive immigration training program

STUDENT ACCREDITED
In 2018, three students received accreditation after completing TRII's intensive immigration training program
THE TRII TEAM

THE DEDICATED TALENTED TEAM BEHIND THIS PROJECT

TRII implemented a new guiding document to clearly lay out the roles of everyone working with TRII. As these roles were only recently implemented, they are still being monitored for effectiveness.

Due to a lack of funding, TRII had limited hours throughout 2018. During the spring, TRII was open a couple of days a week and, during the summer, TRII had scattered hours. However, during the fall, TRII was able to maintain semi-regular hours with someone in the office every day, though not for a full workday.

Victoria, Doug, and Jonathan led grant writing initiatives, oversaw cases, represented TRII at community outreach events, taught TRII’s training program, and ran most day-to-day activities. The TRII's office is staffed by Victoria St. Jean (Executive Director), Prof. Doug Smith, Esq. (Legal Programs Director), and Jonathan Goldman (Relations Director). During 2018, TRII trained TRII student advocates in the office on a daily schedule.

During the spring and summer of 2018, the roles of both Victoria, Doug, and Jonathan, as well as the role of TRII Advocates, were not clearly defined. Everyone in the office shared responsibility for answering messages, meeting with clients, working on cases, handling finances, and other projects. While this meant that everyone was involved with many different aspects of being in the TRII office, this ultimately led to many inefficiencies. To help streamline more processes at the TRII office,
work of TRII's staff was largely made possible due to the dedication, support, intellect, and hard work of TRII's trained students. From assisting with cases to reviewing grants to helping TRII develop policies, TRII's entire team deserves credit for the successes of 2018.

Going into 2019, TRII aims to improve its current model by further creating clear roles for staff and TRII advocates and by fundraising to support full-time staff to support TRII's programs.

TRII is also looking to build its team by connecting with more attorneys interested in offering their services pro bono and by working with community members interested in supporting TRII's work. This will help expand TRII's reach and capabilities to help more people seeking TRII's services.

With the strategic team, TRII is also working on systematizing more of the processes which govern both day-to-day functions as well as overarching programming. For example, TRII is in the process of creating a simpler and more effective system for proceeding from scheduling an intake interview to submitting an application.

TRII ADVOCATES & VOLUNTEERS

For most of 2018, TRII's trained advocates worked regular hours in TRII's office. Some TRII Advocates worked for 2 hours per week while others worked for 8+ hours per week. TRII Advocates were in charge of several tasks such as working with TRII's legal team on casework, scheduling client meetings, legal research for cases, and assisting on TRII's fundraising efforts. TRII's advocates are the backbone of TRII's success.

In addition to TRII's advocate team, there are also several volunteers who work with TRII, primarily doing interpretation work. Antonia Volcy, one of TRII's first volunteers and a Spanish-English interpreter, has been a key part of TRII's operations.
Munis Safajou was born and raised in Haifa, Israel. As someone who holds both Canadian and Australian passports, consistent travel is just one aspect of her continuous interaction with refugees and asylum seekers both in her personal and professional life. She spent most of 2015 working with a grassroots NGO in Jordan, directly working with Syrian, Iraqi, and Palestinian refugees as a project coordinator. Munis spent the summer of 2016 interning for a UN agency, where she coordinated projects within a civil society working group and conducted research on women’s rights.

Victoria St. Jean is a Brandeis University senior from Hudson, New Hampshire majoring in Politics and History and minoring in legal studies. She currently works on campus at the Sillerman Center for the Advancement of Philanthropy, and has previously worked for the ACLU of New Hampshire. Victoria plans on attending law school after finishing her senior year.

Professor Doug Smith is a Joshua A. Guberman Teaching Fellow and Lecturer in Legal Studies at Brandeis University. He has experience in legal clinic work and immigration law. Professor Smith has spent nearly 30 years in the legal field and has previously served as a Clinical Director at Suffolk University Law School and the University of North Dakota Law School.

Jonathan Goldman is a Brandeis University senior from Northampton, Massachusetts. He was born in Leving, Denmark before moving to Freeland, Maryland. His mother is Danish and his father is American. Jonathan is double-majoring in Politics and Philosophy and minoring in Legal Studies, Economics, and Social Justice and Social Policy. He has worked in the legal field doing public defense work and education and municipal law. In addition, he has experience writing business proposals, grants, and budgets, and he has previously worked in the not-for-profit sector.
BOARD OF DIRECTORS

Mary Jo Rendón is the Waltham Public School's Family and Community Engagement Specialist and the co-chair of the Waltham High School Newcomer Academy, a one-year program for newly arrived immigrant and refugee students with a limited and interrupted formal education. In addition to being an advocate for the Waltham and Greater Boston immigration communities, Mary Jo is a bilingual immigrant with a specific interest in learning how we can empower people through effective support.

Lauren Gearty is an immigration attorney and PhD candidate studying legal history at Brandeis University. Lauren is a graduate of College of the Holy Cross and Suffolk University Law School, where she served as the Editor-in-Chief of the Suffolk University Law Review. Lauren has published several articles on immigration matters and is also involved in immigration advocacy work in the Boston area.

Anja Parish is a former Regional Immigration Services Officer with the Department of Homeland Security (DHS) and a PhD candidate studying government and politics at Brandeis University. In addition, Anja has a research background focused on gender-based violence and humanitarian immigration policy.

Sara Hogenboom is a second-year at Brandeis University and the President of the Brandeis Student Association for TRII, TRII’s on-campus club. Sara is majoring in Politics and History and minoring in Peace and Coexistence Studies. Sara is a graduate of TRII’s first ever intensive immigration training program that took place during the fall of 2017 and has been involved with TRII since then.
FINANCIAL OVERVIEW

This section includes a review of TRII’s 2018 budget and projections for TRII’s 2019 budget.

2018 BUDGET REVIEW

During 2018, TRII more than tripled its revenues ($12,060 in 2017 to $41,681.54 in 2018), while keeping expenses near constant ($10,207 in 2017 to $9,566.55 in 2018). Of the $41,681.54 raised in 2018, 40% was from donations and 60% was through grants. The three main costs for TRII in 2018 were rent, insurance, and interpretation/translation services.

Even with the increase in TRII’s revenues for 2018, the majority of fundraising happened during the last two months of 2018 and was not able to be fully implemented. Instead, this funding is targeted towards projects for 2019 including hiring a part-time Legal Programs Director, funding an interpretation certification program, and expanding TRII’s programs.

While 2018 brought an increase in revenues, TRII did not have the funds to pay staff nor to pay for any major capital expenditures. In addition, staff took on several costs not directly noted in the budget such as often paying for their own parking and covering costs for certain materials.

In 2018, TRII transitioned from paper to online accounting. This has allowed for more constant monitoring and better transparency within TRII’s expenditures and revenues. All of TRII’s grants are also tracked through an online program which monitors funding, deadlines, and communications. TRII also implemented a volunteer position dedicated to overseeing TRII’s finances in tandem with other TRII staff.

TRII also shifted its fundraising efforts. For Giving Tuesday 2018, TRII invested a lot of time creating a strategy and network to reach its $5,000 goal. This included organizing a fundraising team and implementing a gameplan to utilize TRII’s networks. Going into 2019, TRII aims to build on this effort and apply this formalized fundraising system for future campaigns with a goal of increasing TRII’s future fundraising goals.

In 2018, TRII raised $41,681.54 with a near 1:1 grant to donation ratio. 200+ people donated to TRII in 2018, a more than 10x increase from 2017. The average donation increased by 43% from 2017 to 2018.
The Right to Immigration Institute

2018 BUDGET

<table>
<thead>
<tr>
<th>BUDGET TOTALS</th>
<th>ESTIMATED</th>
<th>ACTUAL</th>
<th>DIFFERENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>16,853.00</td>
<td>28,034.64</td>
<td>11,181.64</td>
</tr>
<tr>
<td>Expenses</td>
<td>9,821.00</td>
<td>9,466.55</td>
<td>354.45</td>
</tr>
<tr>
<td>Balance (Income minus Expenses)</td>
<td>7,032.00</td>
<td>18,568.09</td>
<td>11,536.09</td>
</tr>
</tbody>
</table>

BUDGET OVERVIEW

TOP 5 HIGHEST OPERATING EXPENSES

<table>
<thead>
<tr>
<th>EXPENSE</th>
<th>AMOUNT</th>
<th>% OF EXPENSES</th>
<th>15% REDUCTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rent</td>
<td>3,000.00</td>
<td>31.7%</td>
<td>450.00</td>
</tr>
<tr>
<td>Insurance</td>
<td>2,472.00</td>
<td>26.1%</td>
<td>370.80</td>
</tr>
<tr>
<td>Interpretation/Translation Services</td>
<td>2,010.00</td>
<td>21.2%</td>
<td>301.50</td>
</tr>
<tr>
<td>Office Supplies</td>
<td>874.92</td>
<td>9.2%</td>
<td>131.24</td>
</tr>
<tr>
<td>Bar Membership</td>
<td>600.00</td>
<td>6.3%</td>
<td>90.00</td>
</tr>
<tr>
<td>Total</td>
<td>8,956.92</td>
<td>94.6%</td>
<td>1,343.54</td>
</tr>
</tbody>
</table>
## Income Table

<table>
<thead>
<tr>
<th>INCOME</th>
<th>ESTIMATED</th>
<th>ACTUAL</th>
<th>DIFFERENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carryover Balance (2017)</td>
<td>1,853.00</td>
<td>1,853.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Grants</td>
<td>10,000.00</td>
<td>9,750.00</td>
<td>(250.00)</td>
</tr>
<tr>
<td>Donations</td>
<td>5,000.00</td>
<td>16,431.64</td>
<td>11,431.64</td>
</tr>
<tr>
<td>Total Income</td>
<td>16,853.00</td>
<td>28,034.64</td>
<td>11,181.64</td>
</tr>
</tbody>
</table>

## Donations Per Month (2018)

![Donations Per Month (2018) Graph](image)
<table>
<thead>
<tr>
<th>PERSONNEL EXPENSES</th>
<th>ESTIMATED</th>
<th>ACTUAL</th>
<th>DIFFERENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Employee benefits</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Commission</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Total Personnel Expenses</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OPERATING EXPENSES</th>
<th>ESTIMATED</th>
<th>ACTUAL</th>
<th>DIFFERENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rent</td>
<td>3,000.00</td>
<td>3,000.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Insurance</td>
<td>2,472.00</td>
<td>2,472.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Interpretation/Translation Services</td>
<td>2,000.00</td>
<td>2,010.00</td>
<td>(10.00)</td>
</tr>
<tr>
<td>Total Operating Expenses</td>
<td>9,821.00</td>
<td>9,466.55</td>
<td>354.45</td>
</tr>
</tbody>
</table>
2019 BUDGET PROJECTION

In order to maintain TRII's basic functions for 2019, TRII has set a budget of $41,336, an increase of $31,769.45 from 2018. This increase in expenses is primarily due to a $20,000 salary for Doug Smith, TRII's Legal Programs Director, and an increase in funding for interpretation and translation costs.

With $33,967.99 carrying over from 2018, TRII will need to fundraise $7,368.01. To achieve this goal, TRII will be applying for several grants and expanding its fundraiser campaign efforts. One potential plan is to hold two annual fundraisers to help TRII reach its new goals.

TRII has also expanded its team focused on fundraising and development. Marilyn Lee-Tom, former Executive Director of the Community Day Center of Waltham and a longtime attorney, has been volunteering with TRII since the fall of 2018 and has since begun working with TRII to help the organization grow. Several of TRII's trained students have also worked with staff to develop fundraising campaigns. For example, Linzy Rosen (TRII Class of 2018) and Aaron Pins (TRII Class of 2017) were both key players in TRII's 2018 Giving Tuesday fundraiser. Isaac Yglesias and Irma Reyes have also played an important role in supporting TRII's grantmaking process.

TRII has also been developing more opportunities for TRII Advocates and students to get involved with TRII's fundraising efforts including grant research, grant writing, and donor relations.

As TRII continues to work with its strategic team, a significant portion of the team's focus will shift to determining how fundraising goals can be met to achieve the goals outlined in the strategic plan. In addition, TRII will be analyzing how its unique connections to Brandeis and volunteers can help TRII grow.

Key Areas of Growth

- Full-Time Executive Director
- Expanding TRII's Office Space
- Full-Time Legal Programs Director
The Right to Immigration Institute

2019 BUDGET

<table>
<thead>
<tr>
<th>BUDGET TOTALS</th>
<th>ESTIMATED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>$33,967.99</td>
</tr>
<tr>
<td>Expenses</td>
<td>$41,336.00</td>
</tr>
<tr>
<td>Balance (Income minus Expenses)</td>
<td>$(7,368.01)</td>
</tr>
</tbody>
</table>

### BUDGET OVERVIEW

![Bar chart showing budget overview]

### TOP 5 HIGHEST OPERATING EXPENSES

<table>
<thead>
<tr>
<th>EXPENSE</th>
<th>AMOUNT</th>
<th>% OF EXPENSES</th>
<th>15% REDUCTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services</td>
<td>$5,000.00</td>
<td>12%</td>
<td>$750.00</td>
</tr>
<tr>
<td>Rent</td>
<td>$5,000.00</td>
<td>12%</td>
<td>$750.00</td>
</tr>
<tr>
<td>Interpreter training</td>
<td>$4,000.00</td>
<td>10%</td>
<td>$600.00</td>
</tr>
<tr>
<td>Insurance</td>
<td>$2,472.00</td>
<td>6%</td>
<td>$370.80</td>
</tr>
<tr>
<td>Case Management System</td>
<td>$1,240.00</td>
<td>3%</td>
<td>$186.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$17,712.00</td>
<td><strong>42.8%</strong></td>
<td><strong>$2,656.80</strong></td>
</tr>
<tr>
<td>INCOME</td>
<td>ESTIMATED</td>
<td>ACTUAL</td>
<td>DIFFERENCE</td>
</tr>
<tr>
<td>------------------------------</td>
<td>-----------</td>
<td>-----------</td>
<td>------------</td>
</tr>
<tr>
<td>Carryover Balance (2017)</td>
<td>33,967.99</td>
<td>33,967.99</td>
<td>0.00</td>
</tr>
<tr>
<td>Grants</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Donations</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>33,967.99</td>
<td>33,967.99</td>
<td>0.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OPERATING EXPENSES</th>
<th>ESTIMATED</th>
<th>ACTUAL</th>
<th>DIFFERENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rent</td>
<td>5,000.00</td>
<td>5,000.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Insurance</td>
<td>2,472.00</td>
<td>2,472.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Interpretation/Translation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Services</td>
<td>5,000.00</td>
<td>5,000.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Interpreter training</td>
<td>4,000.00</td>
<td>4,000.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Case Management System</td>
<td>1,240.00</td>
<td>1,240.00</td>
<td>0.00</td>
</tr>
<tr>
<td>AILA Membership</td>
<td>150.00</td>
<td>150.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Bar Membership</td>
<td>400.00</td>
<td>400.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Transportation</td>
<td>200.00</td>
<td>200.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Shipping</td>
<td>500.00</td>
<td>500.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Office Supplies</td>
<td>800.00</td>
<td>800.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Website</td>
<td>74.00</td>
<td>74.00</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>19,836.00</td>
<td>19,836.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>