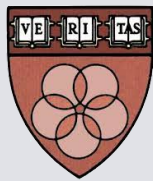


REIMAGINING THE HARVARD FOUNDATION:



Analyzing the Effective Organizational Development



Establish an Institutionalized Partnership Among Student Interns and Administration

- Student interns expressed dissatisfaction with impactful administrative decisions that are taken without their consultation. This includes the merger with the Diversity Peer Educators and the most recent decision to decrease the number of interns for the upcoming fall semester from 18 to 12-14 interns.
- This has resulted in a large feeling of distrust from the interns towards the administration. Interns expressed the need for transparency.

“We never got clarity from any leadership as to what was happening or why things were happening. I just think this year the essence of the foundation was destroyed. I think it's been destroyed over the last few years. And, I definitely think it is the fault of the leadership that decided to merge the offices and then completely ignore the issues that are happening with the merger... It seems like they don't care just by refusing to even just set up meetings with us and be open to talking to us about what's going on.” - Mariana Haro ‘23

“I was super confused about what the Foundation even was, whether or not we shared the same missions or not.” - Foundation Intern

“We were mad, frustrated, none of us had been consulted. And they were like the decision has been made.” - Foundation Intern

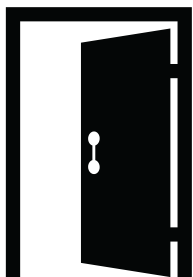


Establish Clear, Cohesive, and Consistent Communication Among the Different Branches of the Foundation

- Student interns and SAC board members both expressed a lack of communication and collaboration among both teams even though they both are a part of the Foundation.
- Both expressed that collaboration could result in benefits for both groups in terms of building the capacity and visibility of the Foundation. Student interns could more easily describe and promote the work of the SAC and vice versa while also collaborating on programming for student cultural or ethnic organizations.

“I very, very rarely interact with the interns...But just like I mentioned beforehand, in the eyes of connectivity, I think it's really important to have all these different parts of the Foundation speak to each other.” - Abigail Romero ‘23

“But in terms of the SAC board, I haven't really interacted much with the SAC board mainly because they are separate from us. So, I rarely see them in the office, or I rarely work with them in the office. I would definitely love to see more people on the SAC board and work with them directly and have a really strong partnership with the SAC board.” - Harvard Foundation Intern

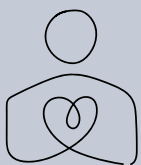


Creation of a Welcoming Physical Space for All Student Cultural and Ethnic Organizations and Historically Marginalized Students on Campus

- Student cultural organization leaders and interns expressed the desire for a welcoming physical space that can be utilized by various cultural and ethnic organizations to collaborate and host events or meetings.

“I definitely think that any and all physical spaces for affinity groups to come together and discuss these important issues, like intercultural issues, that's accessible and is easy to find and easy to get to is extremely important. It would be extremely helpful...When I say that we've discussed this at meetings, you know, we've thought it would be wonderful if we can have a place to go to ask questions about grants and intercultural relations and all that.” - Julia Casas ‘24, President of Fuerza

“Another thing is just a physical space for affinity organizations to host events. To host get togethers, meetings, and stuff like that because I feel like we have the Grays space, but it wouldn't be nearly enough, taken all affinity organizations. So, I can envision the Harvard Foundation being kind of a multicultural house, like in other schools, and having its own programming, but, at the same time, being a space where a lot of these organizations have either offices or just a space to hold events in.” - Harvard Foundation intern



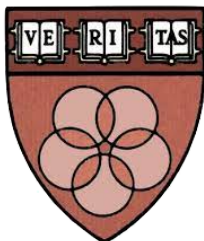
Prioritize the Mental and Emotional Well Being of Student Interns Through Self-Care Practice and Team Development Activities

1. Student interns repeatedly expressed frustration and anger toward large, impactful administrative decisions which resulted in unnecessary emotional and mental burden. However, there is a pressure to remain as an intern and endure this burden because it is expected that historically marginalized students advocate for themselves because otherwise no one will. Yet, several interns were so frustrated with the administrative decisions that they quit the internship.
2. In addition, now that the intern team has expanded, interns described a larger workload as original programming from both groups is implemented. However, now because of the recent administrative decision, the number of interns will need to be reduced and interns now have to wonder whether they can return and continue their work as an intern.

“If we're not here, who else is here? Who else is going to advocate for the issues that we care about so much, and are so personal to all of us?” - Foundation Intern

“And now I'm like honestly, I dread everything that has to do with the Foundation because I feel like the energies are so different and off... I feel like all of this has been just for money, which also tells you a lot again about their [administration's] priorities, if they're taking money away from an office that is meant to support and give resources to first-gen, underrepresented minorities. How do you expect Alejandra and Marvin to lead all these programs when they have little to no support and they have also an internship group to run, and they don't have enough interns?” - Mariana Haro ‘23

“Honestly, looking back at it [the merger] now, I'm 110% confident that it was a financial decision, especially now considering the fact that they are going to reduce the number of interns and honestly it's so sickening...” - Foundation Intern



RECOMMENDATIONS



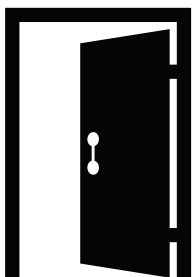
Establish an Institutionalized Partnership Among Student Interns and Administration

1. Ensure interns are incorporated in administrative discussions regarding the Foundation.
2. This includes creating a small committee of interns, including four or five interns, that meet monthly with administration to review the work and goals of the Foundation. This small committee must also be included in any discussions regarding possible governing decisions to communicate the needs and desires of the intern team. These interns can then report back to the rest of the intern team at staff meetings.
3. Ensure administration at the Dean of Students Office provides weekly office hours and check-ins for interns to improve transparency and allow interns to develop connections with administration that involve trust. Every intern must be required to stop by at least once to speak to administration.



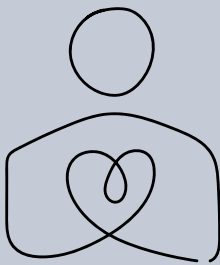
Establish Clear, Cohesive, and Consistent Communication Among the Different Branches of the Foundation

1. Implement a monthly meeting with Foundation interns and SAC board members to ensure effective communication and collaboration.
2. Have Foundation interns and SAC board members establish clear, cohesive, and consistent communication regularly through a groupchat on any platform of choice and have each group report a 5 minute maximum summary of any important programming at their respective staff meetings.



Creation of a Welcoming Physical Space for All Student Cultural and Ethnic Organizations and Historically Marginalized Students on Campus

1. Create a reservation system that has a simple interface for student organizations to reserve the various rooms in Grays for meetings or events. Keep a copy of this schedule at the entrance of the Foundation so students who walk in can know when rooms are unavailable.
2. Incorporate more furniture, including pillows and bean bags, to provide more space for students and have the space become comfortable even just for studying or hanging out. Also, include clear instructions on how to connect your laptop to the television in the main room for students to use. Also, redecorate the space with uplifting, inspirational posters and seasonal decorations to make it more inviting and pleasant.



Prioritize the Mental and Emotional Well Being of Student Interns Through Self-Care Practice and Team Development Activities

1. Ensure that the intern team is not reduced. The workload of the Foundation has increased as two different groups have been brought together and programming from both groups is still expected to occur. The intern team must be larger to ensure effective implementation of the programming. A smaller intern team would face an even greater workload which may increase the mental and emotional burden.
2. Prioritize and provide sufficient funding for the self-care of student interns through practices such as meditation, journaling, and exercise. For example, this can include a group bonding activity to a yoga class.
3. Check in with interns once a month. This can be called a well-being check in and can include ensuring that student interns feel supported and comfortable within the internship program.