THE HISTORY OF CAMBRIDGE HOUSE

Senior Honors Thesis

by

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CHAPTER ONE:

INTRODUCTION TO CAMBRIDGE HOUSE

The Cambridge House, Incorporated (Center for the Advancement of Behavioral Action and Responsibility Training) is owned and operated by a Board of Directors consisting of three members: Dr. Donald Hendrickson, Mr. Norman Walker, and Mr. Stephen Janney. It is a private, not-for-profit organization operating group homes designed to help delinquent girls by changing maladaptive behavior through the use of Behavioral Action and Responsibility Training. Cambridge House is licensed by the Indiana State Department of Public Welfare and the program accepts referrals from Juvenile Courts, the Department of Public Welfare, or other Child Service Agencies in Indiana and surrounding areas. Girls of all races between the ages of 12 and 18 with an I.Q. score not lower than 80 and who are able to function within the public school system are eligible for acceptance into Cambridge House. The Cambridge House provides a new environment so that the delinquent girls can learn to live effectively and not
incorporate additional manipulative or inappropriate coping mechanisms which result in maladaptive behavior.
In the year 1970, a noticeable increase in female delinquents became very apparent to several people involved in the juvenile court system of Muncie, Indiana. Norman Walker, Intake Supervisor, Donald Hendrickson, Psychological Consultant to the Juvenile Court, Steve Janney and Sallie Nye, both Probation Officers, began to recognize a general lack of group homes for females in the State of Indiana. Male delinquency had been apparent for many years so placement was not difficult for males, however, the number of females arrested for run away, incorrigibility and drug charges was nearly doubling every year with no place to send a girl who needed to be placed outside her home. Plans had been approved for a new Delaware County detention center, however, this in no way filled the need for treatment and continued care. Several ideas were discussed including: a co-educational group home; a home providing continued custodial care for
girls; a group home for girls only from Delaware County; and expanding Bethel Boys Home to include girls. During the year 1970, Criminal Justice began allotting grants for the funding of various institutions and group homes, however, the grants would not cover the initial cost of purchasing property for a group home.

With many individuals aware of the growing problem and lack of constructive programs for girls, the above individuals put their ideas together and came up with a plan for a girls home in Muncie. Attempting to find a private source which would accept their ideas and be willing to fund the purchasing of a group home at first appeared easy. Several churches and a woman's organization showed initial interest and a willingness to financially support the plan. However, none of the organizations had long lasting interest so the group home was delayed. At this point, Dr. Hendrickson and Mr. Walker decided that if a group home for girls was going to be organized, they would have to pay for the cost of purchasing a home. Discussing the situation with Mr. Janney, the three made the decision to go in together to purchase the much needed girls home. Of course, like many organizations the wives Mrs. Hendrickson, Mrs. Walker, and Mrs. Janney were not only supportive of the project, but helped to every phase of development including the renovation.

In discussing the idea with the Administrator of Region IV of Indiana Criminal Justice Planning Agency, the concept of a group home for girls in Delaware County was accepted for further study and possible proposal.
In the fall of 1971, the proposal to be submitted to the Indiana Criminal Justice Planning Agency was organized and formulated. A house at 608 East Washington Street was selected as the future Cambridge House. Estimated costs of repairs, remodeling and necessary purchases were submitted to Criminal Justice for a proposed grant of $92,000. The proposal was approved by the Board Members of Region IV of the Indiana Criminal Justice Planning Agency (ICJPA). The State Agency of ICJPA also approved the grant, but the Task Force Committee decided the budget of $92,000 would be cut to $45,000. Unsure as to whether the home could meet standards with only $45,000, there was question as to whether to accept the grant or to give up the idea of Cambridge House. Dr. Hendrickson, Mr. Janney, and Mr. Walker discussed the situation with a Board Member of the Task Force Committee and were assured that as soon as they received the $45,000 they could submit another request for additional funds. With this in mind, the large house was purchased at 608 East Washington Street for approximately $15,000 which was borrowed by the three Board Members of Cambridge House, Incorporated. The grant money was received and preparation began for the Cambridge House.
Purchasing the future Cambridge House in November of 1971, no one anticipated the extensive changes which would have to be made to meet all regulations and prepare the house for comfortable living i.e., Administrative Building Council, State Fire Marshall, State Board of Health and State Department of Public Welfare. The house had a basement which was converted into a recreation room, wash room, food storage room, furnace room and bathroom. The first floor consisted of an entry way which was turned into the reception area. Also, on the first floor there was a living room, dining room, kitchen, enclosed back porch, three-piece bathroom and bedroom for the houseparents. An additional bedroom was remodeled to become the Administrative Office. The second floor had a large hallway, four bedrooms, a bathroom and an outside porch which was later enclosed for a relief houseparent bedroom. The large attic on the third floor
was to become a multi-purpose room. Also, an old delapidated garage was to be converted into a counseling unit.

The State Administrative Building Council as well as the local Building Council, gave approval to remodel the house. Various requirements of the State Department of Public Welfare, the State Fire Marshal and the State Board of Health had to be met. The State Department of Public Welfare was helpful in explaining step-by-step what needed to be completed so that the Cambridge House would meet all of the State requirements. The major obstacle was preparing the house to meet the State Fire Marshal regulations. The Fire Marshal required that there be two exits from each floor (but the exit out of the kitchen could not be counted). The furnace room had to be completely enclosed with one hour fire resistant material. The entire house had to be rewired with conduit wiring. A fire escape had to be installed from the second and third floors. Pull alarms, smoke detectors, heat detectors and exit lights had to be installed on every floor and stairway. All walls, floors, and ceilings had to be covered with one-hour fire resistant carpeting, paint or plasterboard. Meeting the regulations of the State Board of Health was relatively easy and involved mostly things which were already planned. There was already one bathroom on each floor and the second floor bathroom was planned to have two toilets, three sinks, and three showers. A regulator had to be put on the water heater to the showers so that the water could not be of scalding temperature, but extensive changes were not required.
The work on the house involved hired laborers, volunteers, and members of the staff (by this time staff had already been hired to help prepare and plan for the opening of Cambridge House). All of the walls had to be covered with plaster board or paneling and painted with fire-proof paint, stairways had to be painted, bedroom floors sanded, other floors carpeted as well as a variety of other odd jobs. All the plumbing work was done free of charge by some members of the Steam Fitters and Plumbers Union. Several merchants gave discounts on furniture and appliances. The Muncie Home Builders Association donated several kitchen cabinets, sinks, stove and dishwasher. Some furniture was purchased at a great savings from the Indiana State Reformatory. Also, the garage was remodeled into an attractive three room counseling center. Later, a large private fence was erected around the backyard and aluminum siding for the outside appearance of the home was installed.

After much dedicated work which often involved working until midnight, Cambridge House had finally reached the stage of reality rather than just an idea. Preparation was being made to open the doors to residents. Amid tar papering the roof and painting the walls, Mr. Janney, the first Administrative Director, had been interviewing caseworkers and adjudicated delinquent girls to discuss admittance. During a staff meeting in the bare Administrative Office, six out of the first eight girls interviewed were selected to be the first residents of Cambridge House.
On March 16, 1972, Cambridge House admitted the first girl. The second day another girl arrived and shortly afterwards, four more girls were admitted. Soon cliques formed and difficulties began. Opening a group home proved to be an extremely frustrating, tense, and exciting experience. The staff was unsure of their jobs and the girls were often manipulative. The one set of houseparents was on duty twenty-four hours a day with a relief houseparent working every fourteenth day. School, police, and community opposition further complicated the job of being on the staff of a newly organized group home. The strain on all staff members was very great during those first few months. An open house helped dispell some of the fears which the community held, however, some community opposition still exists today.

When Cambridge House opened, the girls were not allowed to attend
the public schools but rather had to attend Mid-Day School for students who could not adjust to the regular school and classroom. This was an unjustified disadvantage, for the girls were coming from a poor home environments to Cambridge House to try to escape destructive influences which had contributed to their maladjustment. By being placed at Mid-Day, the girls were forced into another poor environment. Mid-Day held classes for only half-a-day and Cambridge House had to hire a tutor so that the girls did not fall too far behind the requirements of a regular classroom. When a girl had proven herself to be deserving of a regular class, she was permitted to transfer to the public school. After many months of strong objection by staff and board members, Cambridge House girls were allowed to attend public schools until a girl displayed an inability to function adequately in such a setting at which time she would be transferred to Mid-Day. If a girl came into Cambridge House three weeks after a quarter began, she would have to attend Mid-Day until the beginning of the next quarter.

During the first summer of operation, planning had been directed towards organizing staff and finding funds to remain in operation. As a result, there was very little to occupy the girls time since they were not in school. This caused much mischievous behavior on the part of the girls as the staff realized in future years a comprehensive plan would be necessary to occupy the idle time accompanying summer.

For many months, Cambridge House was not functioning at full
capacity. With set costs based on fourteen girls, Cambridge House was quickly slipping deeper and deeper into debt. The original grant of $45,000 had mostly been used in remodeling with a small amount left for food and to pay staff. A $5,000 donation from the Ball Foundations, and other donations were used to pay overdue bills, and an additional $10,000 grant from ICJPA was used to finish remodeling. A non-restrictive grant of $20,000 from the Elli Lilly Endowment was contributed to Cambridge House which helped in meeting bills.

Growing pains and administrative problems caused additional burdens on the Administrative Director who found that in addition to his administrative work he was also having to work on a one-to-one basis with the girls. The Director of Treatment was also seeing the girls in individual as well as group therapy. In mid-July, the houseparents resigned from their duties. No new houseparents could be found for over a month. The relief housemother who was also the part-time secretary had to work as full-time housemother for fourteen days and nights. As relief, Steve Janney would work as Administrative Director during the day and would then stay in the houseparents room during the night once every two weeks. The much needed houseparents were finally hired in mid-August. These houseparents helped relieve much of the pressure which had been building up since Cambridge House opened.

In the fall of 1972, an idea was brought forth to find a way to supplement the per diem rate and to help cover fixed costs when
the house was not full. The idea was that an outpatient clinic would be set up in the Counseling Center which would also serve the community. The counselors would deal with girls and their families in a type of preventive action. A charge to the clients would be made on a sliding scale. The money received would be utilized to supplement the budget of Cambridge House. This concept was brought to a Board of Directors meeting and several legitimate faults were found within the idea. One of the major problems was that Cambridge House was a non-profit organization and to have an operation which required fees would appear to be against the concept of a non-profit agency. Therefore, the plan was dropped.

On October, Mr. Janney, Administrative Director, developed a medical problem which required one month of hospitalization and several days of bed rest. During his absence, Cambridge House functioned without a director. The residence population dropped from eleven to six girls which cut incoming monies considerably. In mid-December, Mr. Janney returned as Administrative Director to help re-organize and stabilize Cambridge House until a new Director could assume the duties. On January 1, 1973, Mrs. Sallie Nye, who had been involved in the initial planning of Cambridge House, began her job as Administrative Director. The major problems at this time, were similar to those which troubled the first Administrative Director. Since there were only six girls, the population had to be increased to meet the cost of remaining in operation. Within four
months the house was full and financial costs were being adequately met.

One of the changes which occurred later was concerned with the houseparents. Originally the house had one set of full time houseparents living downstairs and one part-time housemother living on the second floor. When the houseparents were off duty, they still had to live downstairs, allowing them really very little chance to be apart from the girls. A change was made to equal-shift houseparents with five days on and five days off. Each set of houseparents had equal rights and responsibilities. Provisions were made for an apartment away from the house where the off duty houseparents could live.

As Cambridge House and its staff became more stabilized, there became an increasing concern with girls who were ready to leave Cambridge House but had no place to go. Several girls had made considerable progress at Cambridge House and upon completion of the program returned to a poor family environment only to regress back to their original maladjustment. Recognizing these problems, plans began to get underway for an Independent Living Unit. The idea behind the Independent Living Unit (ILU), was to provide a place for girls ages 16 to 18 who were mature and responsible and yet needed some supervision and guidance. Therefore, the girls who would normally go home after completing the program would now move into the ILU and stay there until they later could move into an apartment on their own or return to their natural home.
Preparation for the Cambridge House Independent Living Unit was much less complicated than preparation for the original Cambridge House. Receiving a grant from Elli Lilly Endowment for the purchase of a nursing home located at 923 East Main Street got the program underway. The house actually consisted of two homes connected by a hallway. One house was a two story home, the other a one story with four bedrooms. The one story side was to house four girls and two supervisors. Each supervisor would have a bedroom and there would be two girls to a bedroom. There was also a living room, kitchen and two bathrooms located on the one story side. The upstairs of the two story side was made into an apartment for the off-duty houseparents from the original Cambridge House. The downstairs was made into three arts and crafts rooms, a waiting room, reception room and administrative office. At this point,
the Administrative Office in the original Cambridge House was turned into a living room for the houseparents. Since the house had previously been a nursing home, most regulations required by the State Board of Health, the State Fire Marshal and the State Department of Public Welfare, had already been met. With a little remodeling, the Independent Living Unit and Administrative Office were opened on November 28, 1973.

Cambridge House, Incorporated, now had two homes with the capacity of housing eighteen girls. With the expansion also came an increase in staff. An Arts and Crafts Director was hired as well as a Vocational and Educational Director. Originally, one Supervisor and one Relief Supervisor were hired for the Independent Living Unit, however, this was soon changed to two equal shift Supervisors who were on five days and off five days.

The program for the girls in the Independent Living Unit encourages freedom and responsibility. With supervision, the girls acquire skills in home and money management as well as vocational and job training. The unit functions in a less-structured and more open setting than the original Cambridge House. A girl may stay at the Independent Living Unit until her 18th birthday at which time she chooses whether to return to her home (if she has one), or set up an apartment of her own. If the girl chooses to set up her own apartment, she can have the help of Cambridge House staff in getting settled and finding employment, if she desires. A follow-up study is conducted on each girl who has participated in the Cambridge House
Growing from one to two houses brought on additional problems and responsibilities, but it also enabled Cambridge House to offer wider, more extensive programs. With growth came additional financial support and more comprehensive opportunities to offer delinquent girls.

With the plans for the Independent Living Unit also came the recognition of still another area of need. Around 1972, there came an increase in "younger" female delinquents. Similar to the increase in 1970 of female delinquents from ages 14 to 18, there became an increase of run aways, incorrigibility, and drug offenses of the younger girl. The lack of female group homes for girls under 14 in the State of Indiana was becoming increasingly obvious. With the purpose in mind of better meeting the needs of delinquent girls, Cambridge House began plans for the Third Cambridge House which would house girls between 12 to 15 years of age.
Receiving an additional grant of $20,000 from the Indiana Criminal Justice Planning Agency, a house was selected at 824 East Washington Street. Also, the Ball Foundation provided $7,000 which was necessary for the down payment to purchase the home. Having learned from the previous experience of purchasing two homes, this home was selected with the idea that very little remodeling would have to be done to meet various requirements in preparing the house to meet the needs of its future residents. The major job which was necessary was the rewiring of the entire house. Behind the large, three story house was a garage which had an apartment above it. With a little work the apartment was suitable for the off-duty houseparents. An additional grant of $40,000 was later received for the third house from the Indiana Criminal Justice Planning Agency which covered the necessary cost of remodeling, electrical work, furniture
and hiring of some personnel.

On February 1, 1974, the third Cambridge House opened its doors to girls who were between 12 and 15 years of age. The home was designed to house ten girls. Since the third house was for younger girls, it offered the greatest amount of individual attention and supervision. As with the other two homes, the girls were required to attend the public schools. The third Cambridge House had two sets of equal shift houseparents and employed one cook who, with the aid of the girls, was responsible for all meals.
CHAPTER SEVEN:

CAMBRIDGE HOUSE TODAY

With the addition of the third home, Cambridge House, Incorporated now has the capacity for 28 girls. The staff has grown from five to approximately 25. Staff presently includes an Executive Director, Director of Campus Life and a treatment staff of seven, composed of a Director of Treatment, a part-time M.A. counselor, a vocational and educational coordinator, two consulting psychologists as well as two doctoral interns who work as group therapists. One arts and crafts instructor, administrative personnel and a cook as well as ten child care workers are also on the staff. Psychiatric services are available on a consultation basis. Volunteers from the community and Ball State University often offer their services in recreation and tutoring.

Residents at Cambridge House are mostly from Indiana, however, there are a few from neighboring states. Girls from Delaware County
are not usually sent to Cambridge House because it is often believed that it is better to remove the girl completely from her present environment.

For a girl to be admitted to Cambridge House, her caseworker must first submit a copy of a current social history and psychological evaluation to the Director of Treatment. If the information indicates that a girl would benefit from placement at any of the three Cambridge Houses, a pre-placement interview is scheduled. During a pre-placement interview, the girl and her caseworker discuss the problems involving the girls' maladjustment, as well as the procedures, rules and objectives of Cambridge House. After the interview, all staff members meet to discuss the appropriateness of accepting the girl. When a girl is accepted, a treatment plan is formulated which she agrees to. In this plan, goals are set which she must meet in order to complete the program.

The treatment process at Cambridge House consists of four steps. Step one is called the Receiving Process Unit and serves the purpose of validating the social history, psychological report and exploring the implications of the diagnostic intake results. The second step, the Behavioral Evaluation Process Unit, concerns information on habits, attitudes, tolerances, and punctuality which is used to measure the girls' capacity to respond to a variety of living situations under controlled conditions. The third phase of treatment, the Behavioral Adjustment Unit, determines the specific problems of each girl and the specific procedures necessary to terminate those
behaviors. Trial Process Living Unit is the final step of treatment and involves a general evaluation of the first three stages of treatment. During this stage, the girl has the opportunity to apply her newly acquired adaptive, coping and adaptive behaviors. Having successfully completed the final step, the girl may terminate her stay at Cambridge House. After termination, extensive follow-up is employed to determine appropriateness of the girl's readjustment. If readjustment is considered maladjusted, the girl may be returned to Cambridge House.

Positive behavioral action and responsibility training are encouraged through a variety of treatment modalities. An incentive program is applied to most areas to encourage the girls toward acceptable behavior. An example of this is in the area of school grades. The girls are not punished for poor grades but rather they receive 50¢ for every improved grade, 50¢ for every B, and $1 for every A. Also, each girl is offered individual and group therapy, activity, remedial and vocational training, behavior modification, family counseling, and community involvement. Professionally trained staff direct and coordinate the activities with flexibility and varying intensity depending on the needs of the individual progress with the program.

With the sudden growth of Cambridge House, staff members are continually checking themselves to be certain the program is still effective. Staff development meetings are designed for each member to check the program and the staff to make certain that they are
effectively meeting the needs of each individual girl.

Cambridge House residents are encouraged to participate in decisions effecting them. The Responsibility Board is a disciplinary board based upon the idea of peer group pressure. The Board is composed of all the girls who live at Cambridge House and the houseparents. The members of the Board elect a President, Vice President and Secretary. When a girl misbehaves and breaks the rules of Cambridge House, a Board meeting is called. The houseparents explain what has occurred, the girl presents her explanation of her misbehavior, and the Board decides what the outcome should be. The houseparents have veto power if the discipline decided upon by the Board does not seem appropriate.

In an effort to minimize police, school, and community disapproval and opposition, the Cambridge House staff attempts to deal directly with any problem areas. The Administrative Director meets with school and police officials so that all might have a better understanding of similar goals and difficulties. Open communication is encouraged so that each problem can be dealt with immediately. With a reasonable amount of support, staff members can direct more attention toward more effective treatment and additional ways to strengthen the Cambridge House program.

Occasionally, it is necessary to terminate a girl at Cambridge House before she has completed her treatment plan. If a girl is unable to benefit from the program due to excessive acting out, poor impulse control, or any other serious maladjustment, her caseworker is notified and a recommendation made for more beneficial treatment.
in a different setting. However, most girls successfully complete the Cambridge House Program within one year. Occasionally, it is necessary for a girl to remain at Cambridge House for two or three years, progressing through the various stages of the program while awaiting foster home placement. Upon fulfilling all requirements, a girl is given the choice of: (1) moving into another unit; (2) going home; or (3) going into a foster home. Whenever possible, a girl is re-united with her family and family counseling is provided to reassure maximum readjustment.

Since the beginning of Cambridge House, repairs and improvement continually take place with each house. A new dishwasher, a new stove and the replacement of a kitchen ceiling are presently on the list of needed improvements, but the list is never ending. Although there will always be extra costs to meet, Cambridge House is now relatively stable in meeting financial costs. The program has proven itself to be effective in meeting the growing number of delinquent girls, therefore, donations have continued to aid the program. As with most areas, Cambridge House has felt the pinch of the national economic situation, but this has not greatly hindered the stability of the program. For future grants and donations, Cambridge House is presently appealing to large private foundations rather than raising the per diem rate. In spite of all obstacles of the past and present, Cambridge House has come a long way since it first opened its doors on March 16, 1972.
As in the past, the Cambridge House administration is presently searching for new ways and techniques to enrich the existing programs. Two areas of possible future expansion include a Foster Home Project for residents of the existing program, as well as, a Mother-Child Foster Home Project for unwed mothers with their child(ren). There is confidence that the Foster Home Project will become a reality within the next year and work will continue on the Mother-Child Foster Home Project.

Cambridge House has often been confronted with the problem of a girl completing the program with no place to go. In many cases, the girl comes from an undesirable home environment or has no family at all. In such cases, foster home placement by the county the girl comes from is a recommended alternative. Good foster homes, however, particularly for older girls, are very difficult to find. Sometimes
it becomes necessary to continue a girl in Cambridge House due to lack of suitable alternatives.

Under the leadership of Mr. Walker, a proposal has been formulated to increase the functions of Cambridge House to include a foster home program. The foster home project would offer a viable choice for placing a girl who had successfully completed the Cambridge House program but either had no home to which she could return or, due to continuing deterioration of home conditions, a return would not be advisable or consistent with earlier efforts of treatment. If approved, the program will recruit and screen couples to determine their suitability as foster parents. Foster parents will be required to take a training series to better prepare them to adequately deal with a foster child. Furthermore, certified couples will experience continual training in the form of group sessions, rap sessions and seminars. The foster home program proposes to include on-going, professional counseling for the foster child and parents as well as a system for measuring the growth and development of the newly formed family unit. Developing solid lines of communication between Cambridge House and the child placing agency or Court will be essential for an effective program. To insure comprehensive, effective functioning, the program will be annually evaluated with the assistance of the State Department of Public Welfare, Foster Home Project staff, Director of Treatment from Cambridge House and the referring Courts and Agencies. If adopted, the foster home program will help to insure a continuing good adjustment
of a girl going from Cambridge House into a foster home.

While still in the idea stage, a Foster Home Project for unwed mothers and their children would be the first of its kind in the State of Indiana. Although this program would undoubtedly meet with considerable community opposition, there is a definite need for a program which would work with young mothers who wanted to keep their child(ren) and the frustration they meet. These unwed mothers need support, education and counseling in dealing with the continuing responsibility of raising a child. If adopted, this program could aid in preventing child abuse by helping the mother learn adequate coping mechanisms to effectively deal with her frustrations.

Although the concept of a Foster Home Project for unwed mothers and their child(ren) could be very beneficial, this program will not be adopted unless complete financial support is received. Interest in the idea has been shown by various funding agencies, but at this point no commitment has been made. As stated by Mr. Walker, "A program is an idea whose time has come", the idea is here and hopefully the time will be soon.
An idea originating with four people has become a reality. Each person is proud of the program which originated in 1972 and in three years has grown to include three houses and future plans for expansion. Learning to adjust to necessary changes, the program has continued to grow and thrive. The Cambridge House has experienced many growing pains but through the dedication, skill and determination of the administration and staff, it is a stable and beneficial program which is meeting the needs of maladjusted girls.