

DePaul  
Migration  
Collaborative

# COMMUNITY CAPACITY INVENTORY

DEPAUL MIGRATION  
COLLABORATIVE

September 22, 2022



Prepared By:

Faculty Co-Leads: Christopher Tirres (LAS), Olya Glantsman (CSH)

Graduate Research Assistants: Andrew Camilleri, Safa Asad, Wendy de los Reyes Moore,  
Yesenia Garcia-Murillo

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DePaul Migration Collaborative

## 2022 Community Capacity Inventory

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### Introduction

The newly formed DePaul Migration Collaborative (DMC) draws on DePaul's longstanding commitment to issues of migration, mobility, and human rights. This university-wide initiative leverages the power of interdisciplinary scholarly collaboration to pursue dynamic, community-engaged advocacy, and research, and other projects.

In April 2022, the DMC held its first major summit, "Strategies for a Migrant Planet" at DePaul's Loop campus. The conference featured leading experts in the field of migration (see Appendix A for the full conference schedule). Significantly, the summit also hosted more intimate focus groups with leaders from eighteen exemplary community organizations that serve immigrants and refugees within the greater Chicago area (for a list of participating organizations, see Appendix B).

The focus groups centered around **three main themes**: 1) the **assets of the organization**, 2) the **barriers that impede them** from reaching their fullest aspirations, and 3) **possible points of collaboration** with DePaul University. The four groups (two in-person and two online) were conducted by doctoral students and faculty in DePaul's Community Psychology program whose own lives have been touched by experiences of migration (see Appendix C). The protocol used for the April 2022 focus groups—which were conducted during the conference—is found in Appendix E. Additionally, one pilot focus group, consisting of four organizations, was held one month prior to the conference. The protocol for this pilot focus group, held in March 2022, is found in Appendix D.

This report offers an overview of our findings from these five focus groups, representing eighteen different community organizations. The first section explains the methodology used to conduct and analyze the focus groups. The middle section focuses on the three core

questions of the focus groups, namely those concerning 1) organizational assets, 2) organizational barriers, and 3) points of collaboration with DePaul University. These three sections reflect ideas and themes that were discussed directly by participants in the focus groups.

The final section puts forward a provisional interpretation of these ideas and themes by those of us working on this project. This preliminary interpretation offers a number of possible next steps for the DMC as it considers how it can best continue to serve its community partners moving forward. Three conceptual frameworks are discussed: a) potential *action items*, b) thinking through next steps in terms of *overlapping efforts over time*, and c) a discussion of *guiding principles* that should inform any future work with community partners.

## **Methodology**

In an effort to learn more about the issues facing the refugee, migrant, and immigration communities in the Chicagoland area, the DMC conducted focus groups with community organizations who serve these populations.

To guide us in our exploration, we adopted the following guiding principles. We recognize (1) that the project is a collaboration and thus, all members of the team (i.e., faculty, staff, students, and community partners) are valued and contributing members; (2) the need to use an asset-based approach and an ecological perspective when working with our partners and trying to better understand their aspirations and needs; (3) that in order for this project to be sustainable, we need to foster respectful, reciprocal, and sustained community partnerships and earn the trust of our collaborators; (4) that the project needs to be mutually beneficial to all parties. We also incorporated DePaul's Vincentian values of *believing in the dignity of every individual, Vincentian personalism, care for society's most vulnerable, and radical hospitality*. Additional guiding principles are discussed in the last section of this report outlining some of the DMC's "Possible Next Steps."

### *Focus Groups*

Focus groups were chosen as the method of data collection to allow a more nuanced discussion of how organizations who serve refugee and migrant communities function, the assets they bring to the table, and the issues they face.

The DMC Steering Committee developed a list of community partners based on recommendations from faculty with existing partnerships and from other leaders in the field. This curated list was used to invite leadership personnel and program manager/coordinators of 38 organizations to participate in the focus groups; 28 organizations RSVP'D to the

sessions. These organizations serve migrant and refugee communities by way of providing direct and indirect services. Services include legal aid, as well as programming such as ESL, education services, case management, and direct assistance. For their time and expertise, participants received a \$300 honorarium for their participation in the focus group sessions.

The first focus group was held with four organizations on March 11, 2022 over Zoom, one month ahead of the DMC Summit in April. This focus group served as a valuable “pilot” or “test” run for the DMC Summit. (The protocol for this pilot focus group can be found in Appendix E). On April 29, 2022, twenty organizations participated in focus groups during the DMC Summit, in both online and in-person formats. Seven participants attended the focus groups sessions in person, and 13 participants attended the online focus group discussion held via Zoom. We adopted this hybrid approach to accommodate participants who were unable to attend the in-person sessions.

The March and April focus groups each consisted of a three part discussion where participants were asked a series of questions related to how their organizations serve clients within refugee and migrant communities, challenges and needs of the organizations, and possible collaboration opportunities between the organizations and DePaul University. The protocols for both focus groups are nearly identical: the only significant difference are their lengths (the March focus group was 90 mins in length whereas the April focus group was 60 mins) The focus groups were recorded with permission from participants for transcription purposes. The quotations in this report are de-identified to maintain privacy and anonymity. The focus groups were conducted by Depaul University graduate students and faculty.

### *Research Team*

The research team conducting the focus groups consisted of four M.A./Ph.D. students in the Community Psychology program and one faculty member from DePaul University's Psychology program. All members of the research team have evaluation training and experience.

### *Analysis*

Members of the research team began the qualitative analysis process by cleaning transcripts from their assigned focus groups and reviewing the data to identify overarching themes. During the review process, memos were created to inform preliminary themes. The identification of these themes helped researchers develop a coding scheme (Appendix F) based on the priorities of the evaluation: identifying assets, organizational needs, and possibilities for collaboration with DePaul. Deductive thematic analysis approach was taken to code the focus group sessions based on the initial coding scheme, which was refined through an iterative process. The transcript data was coded using the software program

Dedoose. Any disagreements on coding were discussed as a group until a consensus was reached.

The following three sections outline the general themes that emerged in three key areas: 1) Organizational Assets and Services Offered, 2) Capacity Building: Needs, Challenges, and Barriers, and 3) Possible Collaborations with DePaul.

## **General Findings**

### **1) Organizational Assets and Services Offered**

Rather than focus on deficits or needs, the focus groups began by highlighting the strengths and assets of the organization and the valuable services that they offer. Three important themes emerged: 1) how beneficiaries gained knowledge of the services offered by the organizations, 2) the services offered, and 3) assets within the organizations. (*N.b. Themes are indicated in **bold**, explanations of these themes are offered in black, and examples are listed in blue.)*

**A. Knowledge of Services.** This theme captures how beneficiaries come to know of the services their organizations offer.

- a. Community Outreach.** Community outreach is an important means through which beneficiaries come to know about organizations and their services. Organizations set up teams that interact and engage the community directly.

*“And then we also have our community navigators as well, going out into those neighborhoods and making sure that they interact with our community members.”*

- b. External Referrals** External recommendations are another important way in which beneficiaries learn about the organizations. This can happen through local government organizations, other non-governmental organizations, and other community partners.

*“And the other way that we get people through our doors is also through agency referrals. Our local library refers people to us, a police station, district refers people to us, and other organizations that are doing the similar work to what we're doing that may not provide the specific service, or may not have the appointments to provide it”*

- c. Technology.** Organizations found that an important manner to communicate and advertise their services to beneficiaries is through the use of technology. This involved using social media, zoom calls, and online promotions and campaigns to let

beneficiaries make beneficiaries aware of their services. Digital engagement became particularly pertinent during the COVID-19 pandemic.

“... we use social media a lot. We have 4 Facebook pages. 3 of them are language specific to try to reach particular communities.”

“we have a website, of course, but then we've expanded our social media outreach.... so we realized that our Latino Community likes Facebook and they check it.”

- d. Word of Mouth.** Word of mouth played an important role when bringing together beneficiaries and organizations. Beneficiaries became aware of organization/services through family, friends, community members, case workers. This was important for building trust, which is essential for fields such as migration.

“But most of our people come in through a word of mouth. It's it's one of our strongest way over referral is like, if you receive a good service from one organization, you're gonna pass it onto a family member or friend who is going through a similar situation.”

## **B. Multiple Services Offered**

Understanding the numerous services offered by the various organizations helps to illuminate how the organizations interact with the field of migration and their beneficiaries. Overall, organizations offered multiple services that included both direct and indirect.

- a. Advocacy/Policy:** Providing direct advocacy service was important as this served to take the plight of individual beneficiaries and use it to bring structural change through policy promotion.

I forgot to mention the fact that we also have a community organizing. So... we're now starting to offer youth organizing and .... that's kind of cool .... [We also go] to Springfield [to] do policy work and help with state run coalitions.... [This] help[s] community members get the most out of the services, not just to give the service, but to try and keep the services around, right? Make sure that [the] services exist [and are] funded.

- b. Direct Services.** Central to most organizations was direct service. Examples included: i) programming (Education Services, ESL etc); ii) legal services; iii) case management; iv) assistance with applications for government assistance programs (SNAP, TANIF, Housing/Rent assistance, Employment, etc.); v) information sessions

(“Know your Rights,” current laws, current assistance programs etc.); vi) counseling and education.

“..we're a refugee resettlement organization. But we do also much more than that – immigrant legal services, education, English classes, and then help immigrants that arrive access public benefits, help new arrivals secure housing, access the medical system.”

- c. Referrals to Other Resources.** Whenever organizations did not have the resources required, an important service they provided was referring the beneficiaries to other organizations or government entities.

“...we do an initial assessment.... to determine – in addition to any immigrant legal services that they might need, or other services under our specific immigration work—that they also have access to these other services, and [we] provide those direct referrals and supports.”

- d. Social Integration.** Other services that organizations provided facilitated the integration of migrants into the broader community, as well as integration with other community members.

One organization uses a ‘community placement model’ which has “ three primary components. We look out in communities, specifically religious communities, because they tend to pull the most resources. And to identify no cost housing, so some type of building or apartment or adjacent room to a church to offer up that space for up to a year for the individual to come through our Program. We then match them with a mentor team and the mentor team, or just volunteers, ... help get the person kind of started in that process and help them with the day to day things of resettling in the US.”

### **C. Organizational Assets**

In line with the asset-based community development approach, participants identified the assets that were of particular salience when meeting their beneficiaries needs and aspirations.

- a. Advising.** Organizational personnel provided advice to their beneficiaries.

“Just this year we... expand[ed] our legal immigration work and [helped] our recipients of new LIFE funds from the cannabis world to be able to then really distinguish how cannabis and immigration status are so really touchy, in a



gray area, so that we can advise our community the proper way, so that we are not having issues with resident aliens being deported....”

- b. Advocacy.** Organizational personnel provided advocacy for beneficiaries and accompanied them in the process.

“So we think about the work, not only as a service provider, but also as how we're building community, which means really thinking about our participants as being leaders and resources in the community to be able to be supports not only to themselves but to their families, to their community members, to their neighbors, to their friends, etc. So always thinking about the work that we're doing with that lens to ensure that we're building community, and that we are not the only resource in that community area, but that also our participants and their families become that resource...”

- c. Collaboration.** Whenever particular goals could not be achieved alone, organizations used their long-standing history as well as knowledge of other organizations to partner with other organizations to meet the needs of their beneficiaries.

“ We work with all the community partners, from hospitals to our healthcare like community healthcare to our schools. What am I missing...? To transportation, to landlords, state records coordinators, health refugee coordinator.”

- d. Connection to the Community.** Services offered by organizations do not employ a top-down approach but emerge from strong connections to the community, with ultimate accountability being to the community.

“And then what are we currently doing to help our community members? I think we we try to be very intentional with the projects that we bring into communities. So, making sure that it connects with what the community is looking for what is needed and then also making sure that the community members themselves are able to provide feedback and and put in where our organization should or it should lead with our next with our next policy work”

- e. Cultural Sensitivity.** Given the diverse cultures and values that beneficiaries might have, organizational personnel exhibited particular sensitivity to clients background and lived experiences.

“We also have senior programming. So we have senior lunches ... that are actually culturally specific. So there it's not ... Asian food you know made for South Asian seniors, and so it's vegetarian, you know, the recipes and the

nutrients like the ingredients, and everything have been approved by Rush hospital. So it's like a culturally sensitive good senior food. It isn't too spicy it isn't too oily, isn't too salty, things like that.”

- f. Flexibility/adjusting services.** Employing a bottom-up approach and frequently touching base with their beneficiaries organizations ensured that they meet beneficiaries “where they are at”.

“Not the life that *we* see fit for them.... So this is a hard, one that a lot of my volunteers struggle with because they want to see people go on and get a Masters degree or a PhD or something. And we have had plenty of people do that. And that's great: more support [for] them through...services like yours. But then, [we] also.... have those other ones where, it's like, well, ...if you want to go work in a factory, in an apartment, that's fine, too. That's o.k. We can help you achieve that.”

- g. Place-keeping.** Organizations provided opportunities for immigrants for "place-keeping" and being able to stay in their neighborhoods/create a place for themselves in the U.S.

“And so... what does that look like with, like, small business, immigrant businesses supporting our immigrant small businesses to survive along Armitage Ave? With like access to capital, access to grants that they can qualify for... helping people sign up for those. We're exploring a grant, for ...creat[ing] plazitas, right? In Hermosa and in Logan Square. So that there is this kind of unapologetic [way of saying] that we're here to stay, we're here to stay, right? And we have this history. So a lot of our immigration work is both ...services within [the organization] piece and this kind of place keeping piece.”

- h. Social Media Use/Technology.** Organizations' use of social media is adapted and customized to reach beneficiaries, especially during the COVID-19 pandemic.

“Since COVID has started, we created WhatsApp groups in different languages in Spanish, French, and also using Wechat for the Chinese community. And through [these] social media tools we are sharing almost every week, or daily, when it's needed information and updated information from different topics. And we also share all the resources that we can provide. So people can join the group and then start updating their information. Also, we create a different Facebook pages in specific languages, as I mentioned.”

- i. **Staff Lived Experience.** A number of the organizational personnel themselves have experiences of migration or have close relatives who have experienced migration, thereby informing their work with clients.

“I can just add that [one] main asset we have here is our staff, who... mostly half of them, are either first generation Americans or are refugees themselves. Very diverse, diverse staff with knowledge, experience. [They] themselves went through a lot of things our clients are going through”

- j. **Staff Pipeline.** Organizations have created a pipeline between former service recipients to create organizational employees as a way to address some staff needs.

“So things like, you know, hiring from within our community, hiring folks that have lived experiences, recognizing that community members are experts in their own lives and that they are the ones that know what is best for them and for their families... Yes, we have some knowledge, some skills, some expertise, but ultimately that individual knows what's best for their family better than anybody else. And so really encompassing those principles and identifying those leaders within the community and again, you know, doing some of what [Name] hiring, you know participants who have been... participants, and [then] they volunteer for us, and then we eventually hire them... because they know the community the best. They understand the community, and they have that lived experience. So those are.... some of the strengths of the organization.

- k. **Systemic/Institutional Knowledge.** Organizations have knowledge and experience on case management, current laws, knowledge on government assistance/benefits and sometimes DOJ accredited.

“We carry a lot of institutional knowledge within our organization, and so we have a DOJ operated reps right now, who work with us who are partially accredited.”

- l. **Trauma Informed Care.** Organizational personnel are trained and offer trauma informed care services.

“But we really focus on, as best as we can, as trauma informed care, all of the young men who have come to us have experienced some form of traffic or trauma whether it's going home and finding our family members assassinated by the cartel in Honduras”

- m. Trust of Personnel.** Staff members of the organizations have built trusting relationships with the clients they serve.

“In regards to ensuring that there's trust in the community, especially in the immigrant community.... I think I can speak for all of us to say that, you know, doing outreach at our immigrant communities, they're very hesitant if they don't know you, right? You have to establish yourself as someone that can be trusted and build that relationship..... So that relationship piece is super super important.”

## **2) Capacity Building: Needs, Challenges, and Barriers**

The discussion of capacity building in regards to the needs, challenges, and barriers faced by the participants' respective organizations was prominent in the focus groups. Discussions of capacity building generally fell in one of two themes: 1) immediate organizational needs, and 2) larger structural challenges.

- A. **Immediate Organizational Needs:** Participants identified their organization's needs and what services they would like to offer. This describes aspects of their organization that are missing or need to be better developed.

- a. **Staff:** Needs related to staff were the most common among the participants' organizations. This described issues with being understaffed, a need for staff training across different areas (e.g., cultural competency, language), and issues related to administrative infrastructure.

“But our main struggle has been really staffing...our program is supposed to have 3 staff attorneys, and 2 paralegals, and we have one staff attorney, one paralegal.”

### **Language and Cultural competency:**

“So I do heavily use the domestic [translation] hotline. Since we provide services for survivors. I know that is, I feel not too comfortable using the hotline to interpret if I need to. But it would be great if we had a more comprehensive language access plan. That's one thing I'm trying to figure out.”

- b. **Case management:** One of the internal issues participants come across is not following up with clients during different phases of their needs, particularly when they are referred somewhere, identifying the need for case management.

“And I know that warm handoff...that it's going to fall apart, if you don't do it from beginning to end and that's what really concerns me and, obviously, as a

lawyer, I can see the the fullest potential in the spectrum of what we can provide if we just were able to do it from the beginning to the end.”

- c. **Lack of legal services for clients:** Participants spoke about the gaps in the legal services their organizations offer. These gaps related to the type of cases they could take, the ability to tailor legal help to clients, and the manner in which clients use these services.
 

“We want to be able to have a legal assessment for families and address their legal needs, not just immigration, right? There's so much more in the legal services that our community needs from. Just simple family legal issues. So if we were able to expand, because we have the community's trust, I think [we] would be more effective at really providing full support services.”
- d. **Lack of mental health resources for clients and staff:** Some organizations identified a lack of mental health resources available, both for clients and their staff.
 

“I personally believe that we need more social service coordinators, mental health support for our legal staff attorneys and DOJ reps that are dealing with survivors of torture, trauma, and all of the other needs that these individuals have that are more priority for the human body and spirit.”
- e. **Lack of finances:** Participants talked about not being able to offer competitive pay or adequately fund their services from a lack of finances within their organization.
 

“I think that, you know, my struggle as an administrator is matching up funding availability with needs, with staffing, all at the same time, like the stars have to align for our programs to be successful.”
- f. **Lack of space:** A lack of physical space within their organization was an issue for some participants, this prevented them from being able to hire more people and have available office space for them, or having to use rooms for purposes other than what they were intended for.
 

“And in order for us to increase our capacity in any way in the future, it's actually something that we just, we have no more room at all. You know, we're using some of our restrooms for other things, like we use one for a server room.”
- g. **Technology:** Participants often face technological issues within their organization that impact navigating processes with clients, having reliable/fast internet, and the available technology for staff.

“How do you navigate any tech like technological difficulties with clients that may not be text savvy and sending them emails? Cause I would love to explore those options.”

- h. **Outreach programming:** In relation to outreach efforts, participants spoke about the need for improving their outreach strategies and reach in the communities that could use their services.

“One area that we are wanting to expand is also our outreach. So Covid has derailed us a little bit. With that and all the activities that we've been able to do in person, but we have, we have hopefully more things coming up in the summer, as we partner with other organizations that are able to be outside and do more than outreach.”

- B. **Larger Structural Challenges:** Participants discussed challenges and barriers their organization faced at a larger systemic or structural level.

- a. **Administrative:** At the administrative level, participants shared their concerns about the “red tape” that comes with working with the government and the length of administrative time to get certain things approved or completed.

“The length of time it takes to get DOJ accreditation is so long, and I think that also having those opportunities for those I know. Clinic has some but there's other options for getting those core instructional training so that we can get someone to apply for accreditation as soon as possible. Helps reduce that window where we have someone who's unable to sign off on cases, and doesn't have that accreditation.”

- b. **Housing affordability:** Housing issues were prominent in the conversations among participants. Housing affordability and immigrant communities feeling welcomed in their new communities is a systemic issue resulting from gentrification and changes in access to housing.

“I think the pressure both of displacement because of gentrification in Logan Square, in Hermosa, Humboldt Park, and Avondale, right? This northwest side pocket has been very sexy, right?... How do we create a community that is welcoming and sustaining and affordable in so many different ways?”

- c. **Lack of funding:** Across the nonprofit sector, participants shared the difficulties faced from lack of funding. At this scale, insufficient funding impacted the ability to offer competitive salaries to either recruit or retain staff.

“So the question for us is, you know, do we raise salaries to keep our staff that we have and be competitive in the job market. But then, how do we fund that

multi-year?...But that disconnect between the funding and the realities of inflation and job market pressures has been an issue for us.”

- d. **Lack of housing:** Participants also shared their organization’s experience in battling insufficient available housing for asylum-seekers and unaccompanied minors.

“How we would like to build out as we would like to move more into second stage housing. Who's going to rent to an 18 year old kid from Somalia, who has no rental history, right?”

- e. **Lack of a plan post-'-closure of detention centers:** One interesting topic that surfaced in participant discussions was about the uncertainty in a “post-detention center world” if detention centers were to be closed.

“Another thing that has been brought to our attention has been, like, what about those family members who have people who were detained? Like where are they going to go visit their family members, right? [If] you don't have a detention Center in the state of Illinois, would they have to travel to, like, another State to see them?”

- f. **Nonprofit sacrificial culture:** Participants shared a common sentiment about the sacrificial culture of nonprofits and the idea that doing that kind of work sometimes requires personal and financial sacrifice, and can lead to staff burnout or loss.

“I’m a founder of this organization. I even sacrifice my own family, you know. This has been my baby, it has been 40 years in here. I was the president of the board. So whatever we need, if we need to clean the windows, I will do it.”

**Staff burnout/loss:** Employee loss due to burnout, increased workload, lack of competitive pay, salary cuts, lack of support for staff.

“[An organization] forces that individual service provider to pit their personal needs and wants against that of someone that's very vulnerable that we've already humanized in our own minds and hearts, and 10 out of 10 times we're going to help them, right? And that's extremely, that's an extremely difficult dynamic that is mostly exploitative and leads to burnout because of the limitations [and] all of the constraints ...we have.”

- g. **Politics:** Another systemic struggle participants spoke about was having to combat the negative political rhetoric about the work they do and the immigrant and refugee communities they serve.

“You know we still feel that we're in constant fear for ICE, fear for the police, fear for this... So addressing that fear is important because we want our

families to come for services. You know, how much did we have to undo the rhetoric of anti immigrant, but then the public benefit?”

h. **Service awareness:**

“But unfortunately, people don't know how to ask for help or if they do know how to ask for help they're scared to ask for help.”

### **3) Possible Collaborations with DePaul**

Participants discussed possible collaboration opportunities with DePaul to address the unmet needs of their clients. The discussion fell into six areas: 1) creating opportunities for collaboration, 2) increasing access to research, 3) various aspects of capacity building, 4) assistance with legal and mental health services, 5) providing access to volunteers, and 6) opportunities for advocacy.

- A. Broadly, DePaul can serve as a connection point between organizations to create opportunities for **collaboration**.
  - a. As one example, “The networking that would be really great for DOJ’s...that kind of convening and centralizing resources would be really helpful.”
- B. Support in areas of **research** would help organizations assess program needs, assess program goals, and track grant deliverables.
  - a. “I think that help from institutions when it comes to analysis of research, it's crucial for us.”
- C. Service-providers described the need for **enhancing organizational capacity, programmatic capacity, and member capacity** through support in organizational restructuring, enhancing current programming, and training for staff members.
  - a. “DOJ accreditation is so long, and I think that also having those opportunities for getting those core instructional training so that we can get someone to apply for accreditation as soon as possible. Helps reduce that window where we have someone who's unable to sign off on cases, and doesn't have that accreditation. So anything universities can do to train up.”
  - b. “For people who start as a volunteer in the organization...it's really important to train [them] in some management programs. Because sometimes they are very good in the field but when they need to manage the program or lead the program...they encounter a lot of challenges.”
  - c. Specifically, organizations pointed to the need for assistance around **technology**, such as website and app development, social media campaign strategies for event promotion, and enhancing social media in general.
- D. Additionally, two service areas were highlighted as a particularly high level of need for service providers, assistance with **legal and mental health services**.
  - a. **Legal service** needs include assistance with immigration application processing at various stages (e.g., DACA, asylum, citizenship) and assistance with tax forms.
    - i. “About 70% of our participants around arrive without legal representation...that's an area we struggle with”



- b. **Mental health service** needs include therapy and psychological assessments.
  - i. As one example, one service provider said, “There's so much need for mental health for adolescents. And there's so much funding, so I think that if there's a way to partner with the Community Health Clinic in a way that we could have a supervising clinician and then we can tap into all the interns... That would be a great model that we could find funding for—we would love to figure that out with you.”
- E. Service-providers identified the need for more **volunteers** to help in certain areas, such as ESL classes, translations, legal clinics, and hosting information sessions.
  - a. As one potential area, “University has young students who are interested in tutoring English.”
- F. Lastly, some service providers identified the need for **advocacy** in addressing policy gaps and desired changes.

### **Possible Next Steps**

In light of the above findings, the research team offers three frameworks for helping the DMC think through its next steps. The first framework considers *possible action items* in light of five categories: legal aid, mental health services, the DMC as a community hub, student involvement, and coalescing internal assets at DePaul. The second framework is intended to help the DMC imagine how *multiple action items might build upon each other in successive stages over time*. And the third framework offers two sets of *guiding principles* that can help to inform our ongoing and future work with community organizations.

#### **Framework 1: Possible Action Items**

Based on our analysis of the focus groups, the research team has identified five general areas that may give rise to concrete action items.

*N.b.- The themes are listed in **bold** and the corresponding numbers and the letters listed in purple (e.g., “2Ac, 3Da”) refer to the earlier parts of this report where the themes first appeared.*

##### **A) Legal Aid (2Ac, 3Da)**

Since 1996, DePaul’s Asylum & Immigration Law Clinic has provided students the opportunity to advocate on behalf of immigrants, refugees and asylum-seekers and to collaborate with immigrant-serving nonprofits. Further partnerships with the Asylum & Immigration Law Clinic could continue to help address legal service needs in the Greater Chicago area. Possible areas of expansion might include psychological assessments for asylum cases, which would also connect to the next point about Mental Health Services

##### **B) Mental Health Services (2Ad, 2Bf)**

DePaul could continue to forge partnerships and share resources connected to immigrant mental health, as well as the mental health of those who serve immigrants and refugees. One model for this is the Coalition of Immigrant Mental Health (CIMH), which DePaul faculty Maria Ferrera co-founded. The CIMH recently developed this [useful map](#) of community mental health services by location, language, and cost.

### **C) The DMC as a Hub for Community Organizations**

- The DMC could create a space for shared gatherings, focus groups, interviews, etc. so that service user voices are heard. The inaugural summit, “Strategies for a Migrant Planet,” is one model for this. (3A)
- The DMC could conduct annual or semi-annual community partner check-ins, perhaps focused around a central theme (such as assets and/or challenges). This might be one way we can continue to serve as a “hub” for the community. Stipends for participants would underscore how DePaul values the time and wisdom of our community partners. (3A)
- Centralize already existing asset-maps and related resources within the field of migration and/or create new ones within the Greater Chicago area. This could be a good project for a GIS or fieldwork class. Examples include this [asset map](#) and [this article](#) about the usefulness of asset maps for immigrant communities. (2C).
- Create an interface, such as a website or listserv, between community initiatives and the DMC to further facilitate collaboration. One such example is the Society for Community Research and Action’s “Immigrant Justice” listserv, which encourages people to connect and share resources. (3A-F)

### **D) Student Involvement**

- DePaul’s Steans Center could continue to play a key role in initiating and sustaining connections between community partners and students, especially students who are interested in advocacy, policy reform, and non-profit volunteer work, such as raising awareness, leading information sessions, assisting with administrative duties, and leading IT expertise (website development, social media platforms, etc). (3E)
- The DMC could develop partnerships with Depaul's Law Clinic, Psychology Department, Social Work Program, and Refugee and Forced Migration Studies Program to encourage students to complete their fieldwork assignments and/or service hours with these organizations. Again, DePaul’s Steans Center could be a pivotal broker in connecting these programs. (3E)
- Interested students could access a website, developed by the DMC, that houses information on various organizations within the community. The website could

include open positions and other opportunities within these organizations. This “in-house” resource would be much more preferable for students than going through more generic job-posting websites.

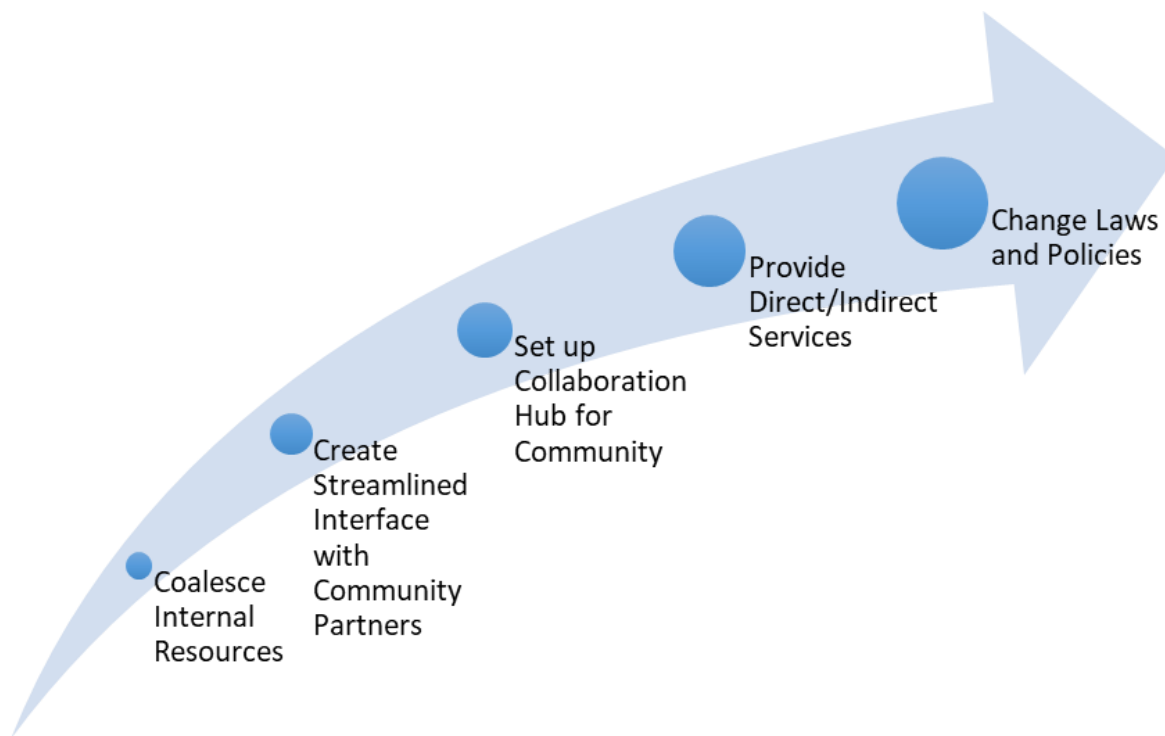
- Students could work for the DMC directly to support its many efforts, including community liaising and grant writing (3B)

#### **E) Coalescing Internal Assets at DePaul**

- Better integration with DePaul’s Collaboratory to draw on existing assets re: folks working on immigration and refugees (3A, 3B)
- Incentivizing faculty to prepare workshops and/or online modules for community partnerships providing specific kinds of training
- Establish a community engagement team within DePaul’s Council for Community Engagement to establish and facilitate partnerships in the area of migration.
- Consider creating partnerships with other universities in the Chicago area to bring further resources to the migrant community in Chicago.
- Create a program to formally recognize previous experience/accreditation gained from prior learning in non-US (or adjacent) educational contexts (e.g., Malta: Recognizing Prior Learning)

#### **Framework 2: Possible Action Items Over Time**

The following graphic is offered as a suggestion of how the DMC might consider prioritizing initiatives so that they build organically upon one another. While the graphic suggests a kind of linear progression, it should be noted that some of the initiatives listed below could be launched simultaneously and/or somewhat independently of each other. It should also be noted that DePaul University is already engaged in a number of important initiatives with local community organizations.



Examples of **Coalescing Internal Resources**:

- work closely with the Steans Center to ensure that faculty working in the area of immigration, migration, and refugees have entered all of their relevant information in Collaboratory
- work closely with the Steans Center to gather a full list of existing and potential community partners who seek student workers and/or volunteers

Examples of **Creating a Streamlined Interface with Community Partners**:

- creating a website or listserv to connect with community partners
- creating an asset map showing DePaul's many interventions in the field of immigration and migration

Examples of **Setting Up a Collaboration Hub for the Community**:

- The DMC could conduct annual or semi-annual community partner check-ins
- The DMC could continue to host major conferences, which would include community partners, like the 2022 Inaugural Summit

Examples of **Providing Direct/Indirect Services**:

- encourage and incentivize faculty to produce short workshops/trainings for community organizations to help address barriers and build capacity
- encourage and incentivize students to intern or volunteer with community partners

- (continue to) offer (and perhaps expand?) direct legal aid through DePaul's Legal Aid Clinic
- work with various units at DePaul to expand and/or initiate direct mental health services

### **Framework 3: Guiding Principles**

DePaul has a long history of working with and alongside community partners. Informed by our Vincentian heritage, DePaul faculty, staff, and students continue to undertake this work in thoughtful and reflective ways. As such, the following two sets of principles reflect St. Vincent's mandate not only to do good, but also, to do it well.

#### **Guiding Principles for Community Engagement at DePaul**

At DePaul, we seek to foster respectful, reciprocal and sustained community partnerships. In 2019, DePaul's Council on Community Engagement, in consultation with a wide range of DePaul's faculty, staff, students and community partners, adopted four principles to help guide community engagement work at the university.

1. Principle of respect for individuals, communities and their resources.
  - We take a collaborative and asset-based approach, recognizing the gifts and resources of all of the people and communities with whom we engage.
  - As we initiate projects and action steps, we plan inclusively so that the purpose and needs of all are heard and recognized.
2. Principle of reciprocity in establishing and maintaining relationships built on mutuality, transparency and accountability.
  - We seek to cultivate a spirit of openness, learning and shared purpose in our relationships with our partners and colleagues.
  - At all stages of our community partnerships, we are intentional about including diverse people and voices, and we remain aware of how our own perspectives, privileges and presuppositions affect our shared work.
3. Principle of engagement for social justice.
  - We recognize that individuals and communities are impacted by larger systems of power, therefore we put an emphasis on the importance of the critical examination of systemic injustice.
  - We seek to practice action, advocacy and sustained engagement over time as we work towards more just systems.
4. Principle of transformative education.
  - We understand as a university community that the process of teaching and learning is at the heart of our Vincentian mission.

- In the tradition of Vincentian personalism, we are mindful of upholding the dignity and needs of all learners.
- Through community engaged learning, we provide opportunities to explore larger questions of purpose, meaning and solidarity with others, especially the most marginalized.

These guidelines may be found [here](#).

### Guiding Principles from the field of Community Psychology

The field of Community Psychology (CP) has values/principles that guide the work of its members (e.g., research, community interventions, program evaluation, etc.). Community psychologists (CPs) have extensive knowledge and experience of working collaboratively with community members. CPs are social justice oriented and strive to bring about positive, transformational changes to communities that have historically been marginalized and oppressed. CPs recognize the importance of context and utilize ecological and preventative perspectives to better understand the assets and needs of communities. They use an asset/strength-based approach to build long lasting collaborative partnerships that are empowering and sustainable.

Community Psychology Principles can be found [here](#).

## APPENDIX A: Conference Program



The DePaul Migration Collaborative  
is a partnership of:

*DePaul College of Law  
DePaul College of Liberal Arts and Social Sciences  
DePaul Division of Mission and Ministry*



DePaul Migration Collaborative  
Inaugural Immigration Summit:

# STRATEGIES FOR A MIGRANT PLANET

April 29, 2022  
8:00 AM – 5:30 PM CDT

*The DePaul Center  
1 East Jackson Boulevard  
8th Floor Conference Center  
Chicago, IL 60604*


**DEPAUL UNIVERSITY**

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**DePaul  
Migration  
Collaborative**

**Contact Us**  
MIGRATION@DEPAUL.EDU  
go.depaul.edu/migration

### Advocating for Justice, Educating for the Future.

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The DePaul Migration Collaborative engages scholars, practitioners, students and alumni to find solutions to society's most pressing problems in the areas of migration, mobility and human rights. The Collaborative leverages the power of interdisciplinary scholarly collaboration to pursue dynamic, community-engaged projects, advocacy and research, while establishing innovative learning opportunities for undergraduate and graduate students who will become the field's next generation of leaders and problem-solvers. These efforts will allow the Collaborative to advocate for and contribute to better public policy, stronger communities and a more just society.

## THANK YOU

The DePaul Migration Collaborative is grateful to the Julian Grace Foundation and the John and Kathleen Schreiber Foundation for their support of this conference.

We also extend our sincere thanks to the many faculty, staff, and students at DePaul who have contributed their valuable time, effort, and expertise to make this event possible.



### DePaul Migration Collaborative Steering Committee

**Sioban Albiol**, Director, Asylum and Immigration Law Clinic, College of Law  
**Katy Arnold**, Director, Refugee and Forced Migration Studies, College of LAS  
**Rubén Álvarez Silva**, Associate Director, Just DePaul, Division of Mission and Ministry  
**Craig Mousin**, University Ombuds, Adjunct Faculty, College of Law and Refugee and Forced Migration Studies, College of LAS  
**Shailja Sharma**, Professor and Chair of International Studies, Refugee and Forced Migration Studies, College of LAS  
**Margaret Storey**, Associate Dean for New Initiatives, College of LAS  
**Allison Tirres**, Associate Dean for Academic Affairs and Strategic Initiatives, College of Law  
**Christopher Tirres**, Vincent DePaul Professor, Religious Studies and Inaugural Endowed Professor of Diplomacy and Interreligious Engagement, Grace School of Applied Diplomacy, College of LAS

### DePaul Migration Collaborative Advisory Committee

**Maria Ferrera**, Co-Director of the Center for Community Health Equity and Associate Professor, Masters of Social Work Program, College of LAS  
**Rajit Mazumder**, Associate Professor, History, Refugee and Forced Migration Studies, College of LAS  
**Juan Mora-Torres**, Associate Professor, History, College of LAS  
**Xavier Perez**, Instructor, Criminology, College of LAS  
**Anuradha Rana**, Associate Professor, School of Cinematic Arts, College of CDM  
**Monica Reyes**, Assistant Professor, Writing, Rhetoric and Discourse, College of LAS  
**Lien Tran**, Assistant Professor, School of Design, College of CDM

### DePaul Migration Collaborative Student Associates

**Dominique Cressler**, Refugee and Forced Migration Studies, DePaul Migration Advocates  
**Valerie Dozier**, Law, DePaul Migration Advocates  
**Wendy de los Reyes Moore**, Community Psychology, Community Capacity Inventory  
**Yessenia Garcia Murillo**, Community Psychology, Community Capacity Inventory  
**Safa Asad**, Community Psychology, Community Capacity Inventory  
**Andrew Camilleri**, Community Psychology, Community Capacity Inventory

## KEYNOTE SPEAKERS

### Hiroshi Motomura

*Susan Westerberg Prager Distinguished Professor of Law and Faculty Co-Director, Center for Immigration Law and Policy, UCLA School of Law.*

Hiroshi Motomura is a teacher and scholar of immigration and citizenship, with influence across a range of academic disciplines and in federal, state, and local policymaking. He is the author of the prize-winning books, *Americans in Waiting: The Last Story of Immigration and Citizenship in the United States* (Oxford 2006) and *Immigration Outside the Law* (Oxford 2014); the co-author of two immigration-related casebooks: *Immigration and Citizenship: Process and Policy* (9th ed. West 2021), and *Forced Migration: Law and Policy* (2d ed. West 2013). In 2017, he was awarded a Guggenheim Fellowship for 2018, to work on a new book, *The New Migration Law*. A preliminary article version of the project was published in the 2020 Cornell Law Review.

Professor Motomura has testified in the U.S. Congress, has served as co-counsel or a volunteer consultant in many litigated cases and policy matters, and has been a member of the American Bar Association's Commission on Immigration. He served on the Board of Directors of the National Immigration Law Center from 2011 through 2020, and he is one of the co-founders and current directors of the Rocky Mountain Immigrant Advocacy Network (RMIAN).

### Erika Lee

*Regents Professor of History and Asian American Studies, Distinguished McKnight University Professor, the Rudolph J. Vecoli Chair in Immigration History, and Director, Immigration History Research Center, University of Minnesota.*

Erika Lee is a leading immigration and Asian American historian and an active public intellectual. She is the author of four award-winning books in U.S. immigration and Asian American history: *At America's Gates: Chinese Immigration during the Exclusion Era, 1882-1943* (University of North Carolina Press, 2003), *Angel Island: Immigrant Gateway to America* (co-authored with Judy Yung, Oxford University Press, 2010), and *The Making of Asian America: A History* (Simon & Schuster, 2015, 2nd ed., 2016, Chinese version, 2019), and most recently, *America for Americans: A History of Xenophobia in the United States* (Basic Books, 2019), which has been awarded the American Book Award, among other prizes.

In addition to her faculty roles at the University of Minnesota, Dr. Lee is the Director of the Immigration History Research Center. She was recently elected to the American Academy of Arts & Sciences, testified before Congress during its historic hearings on discrimination and violence against Asian Americans, was awarded an Andrew Carnegie Fellowship, and has been named President-Elect of the Organization of American Historians.

### Donald M. Kerwin Jr.

*Executive Director of the Center for Migration Studies.*

Donald M. Kerwin, Jr., writes and speaks extensively on immigration policy, refugee protection, access to justice, national security, and other issues. Mr. Kerwin has directed the Center for Migration Studies of New York (CMS) since September 2011 and has held leadership roles at the Migration Policy Institute (MPI) and the Catholic Legal Immigration Network, Inc. (CLINIC), a subsidiary of the US Conference of Catholic Bishops (USCCB).

He has also served as an associate fellow at the Woodstock Theological Center, where he co-directed Woodstock's Theology of Migration Project, and as a non-resident senior fellow at MPI, as well as numerous other entities, including the American Bar Association's Commission on Immigration, the Council on Foreign Relations' Immigration Task Force, Jesuit Refugee Services-USA, the Capital Area Immigrant Rights Coalition, the Border Network for Human Rights and the USCCB Committee on Migration.

## PROGRAM

Friday, April 29th 2022  
 8:00am - 5:30pm  
 DePaul Center 1 E. Jackson  
 Blvd. Chicago IL 60604

### 8:00am Registration & Continental Breakfast

### 8:30am Welcoming Remarks Suite 8005

Introduction: Guillermo Vásquez de Velasco, Dean of the College of Liberal Arts and Sciences, DePaul University

Invocation: Reverend Guillermo Campuzano, C.M., Vice President of Mission and Ministry, DePaul University

### 9:00-10:00am Opening Plenary Suite 8005

Introduction: Dean Jennifer Rosato-Perea, Dean of the College of Law, DePaul University

**Hiroshi Motomura**, Susan Westerberg Prager Distinguished Professor of Law and Faculty Co-Director, Center for Immigration Law and Policy, UCLA School of Law

### 10:15-11:45am Concurrent Panels

#### Crisis and Response: Civil Society and Gaps in Refugee Resettlement Suite 8005

Chair: **Sioban Albiol**, Director, Asylum and Immigration Law Clinic, DePaul University  
**Melíneh Kano**, Executive Director, RefugeeOne  
 Br. **Michael Gosch**, CSV, Co-founder, Visitor House of Hospitality  
**Jessica Alaniz**, Associate Director, Bethany House of Hospitality  
**Ruth Lopez-McCarthy**, Senior Immigration Fellow, Illinois Department of Human Services

#### Creative Responses to the Crimmigration Divide Suite 8002

Chair: Judge **James R. Fujimoto**, Ret.  
**Michael Kasprzyński**, Assistant State's Attorney, Immigration Policy and Legal Advisor, Cook County State's Attorney's Office  
**Nathaniel Damren**, Immigration Unit Attorney, Office of the Cook County Public Defender

#### Protection and Integration: Building Community in the Shadow of Federal Enforcement Suite 8010

Chair: Professor **Juan Mora-Torres**, Associate Professor, Department of History, DePaul University  
**Nubia Willman**, Director, Office of New Americans, City of Chicago  
**Karyn L. Bass Ehler**, Assistant Chief Deputy Attorney General for the Illinois Attorney General  
**Suzanne Akhras Sahtlouf**, Founder and Executive Director, Syrian Community Network

### 12:00-1:20pm Lunch and Plenary Address Suite 8005

DePaul Migration Advocates (DMA) Video

Introduction: Margaret Storey, Associate Dean, College of LAS, DePaul University

**Erika Lee**, Regents Professor and Director, Immigration History Research Center, University of Minnesota

### 12:00-1:20pm Community Partners Conversation (invited session): Assessing Capacity, Creating Opportunity Suite 8011

### 1:30-3:00pm Concurrent Panels

#### Ending Detention in Illinois: Lessons and New Challenges Suite 8002

Chair: **Kathleen Arnold**, Director, Refugee and Force Migration Studies, DePaul University  
**Fred Tsao**, Senior Policy Counsel, Illinois Coalition for Immigrant and Refugee Rights  
**Sister JoAnn Pensch**, RSM, Sisters of Mercy  
**Ruben Loyo**, Associate Director - Detention Project, National Immigrant Justice Center of Heartland Alliance

#### Prioritizing Immigrant Health Services: Identifying Challenges, Creating Solutions Suite 8005

Chair: **Maria Ferrera**, Associate Professor, Masters of Social Work Program and Co-Director, Center for Community Health Equity, DePaul University and Rush University  
**Anne Saw**, Associate Professor, Department of Psychology, DePaul University  
**Fernando De Maio**, Professor, Department of Sociology, DePaul University, and Director, Health Equity Research and Data Use, American Medical Association  
**Minal Giri**, Medical Director, Melrose Park Pediatrics and Chair, Refugee Immigrant Child Health Initiative

#### Climate Change and Migrant Mobility: Rethinking the Definition of a Refugee Suite 8010

Chair: **Shailja Sharma**, Professor and Chair of International Studies, Refugee and Forced Migration Studies, DePaul University  
**Sabina Shaikh**, Director, Program on Global Environment, Associate Senior Instructional Professor, Environmental & Urban Studies, University of Chicago  
**Barbara Willard**, Associate Professor, Communication Studies, DePaul University  
**Craig Mousin**, University Ombuds, Adjunct Faculty, College of Law and Refugee and Forced Migration Studies, DePaul University

### 3:15-4:15 pm Closing Plenary Suite 8005

Introduction: Craig Mousin, University Ombuds, Adjunct Faculty, College of Law and Refugee and Forced Migration Studies, DePaul University

**Donald M. Kerwin Jr.**, Executive Director of the Center for Migration Studies

### 4:15-5:30pm Reception Conference Center Main Lobby



## APPENDIX B: List of participating organizations

### March 2022, Pilot Focus Group:

Chicago-Instituto del Progreso <https://www.institutochicago.org/>

Illinois Coalition for Immigrant and Refugee Rights (ICIRR) <https://www.icirr.org/>

Interfaith Community for Detained Immigrants <https://www.icdichicago.org/>

Viator House of Hospitality <https://viatorhouseofhospitality.com/>

### April 2022, Focus Groups at the DMC's Inaugural Summit:

Centro Romero [www.centroromero.org](http://www.centroromero.org)

Deaf Defy <https://www.deafdefy.org>

Family Focus Aurora [www.family-focus.org](http://www.family-focus.org)

Hanul Family Alliance [www.hanulusa.org](http://www.hanulusa.org)

Heartland Alliance <https://immigrantjustice.org/nijc-staff>

Illinois Coalition for Immigrant and Refugee Rights (ICIRR) <https://www.icirr.org/>

Indo-American Center <http://www.indoamerican.org>

Instituto del Progreso Latino <http://www.idpl.org>

Interfaith Community for Detained Immigrants (ICDI) <https://www.icdichicago.org/>

Life Span [www.life-span.org](http://www.life-span.org)

Palenque LSNA [www.lsna.net](http://www.lsna.net)

The Immigration Project [www.immigrationproject.org](http://www.immigrationproject.org)

United African Organization [www.uniteafricans.org](http://www.uniteafricans.org)

World Relief Chicagoland

[www.worldreliefdupageaurora.org](http://www.worldreliefdupageaurora.org)[www.worldreliefdupageaurora.org](http://www.worldreliefdupageaurora.org)

World Relief - Quad Cities <http://worldreliefmoline.org/>

YMCA of the University of Illinois [www.universityymca.org](http://www.universityymca.org)

## APPENDIX C: Bios

*The DMC consists of many people throughout the university who have a personal investment in issues of immigration, migration, and refugees. These bios are for just one small subgroup of the DMC, individuals who are working on the “Community Capacity” aspects of our work.*

### Faculty Co-Leads

Christopher Tirres (Faculty Co-Lead and Vincent de Paul Professor of Religious Studies) grew up in the border town of El Paso, Texas. He has served as a volunteer with the Chicago-based Interfaith Community for Detained Immigrants (ICDI) and has published numerous articles about his community-engaged partnership with ICDI, which involved DePaul students. Chris currently serves on the steering committee of the DePaul Migration Collaborative and is an active member of DePaul's Council for Community Engagement.

Olya Glantsman (Faculty Co-Lead and Senior Professional Lecturer; Director of the BA-MS and MS in Community Psychology and Coordinator of the Undergraduate Concentration in Community Psychology at DePaul University) was born and raised in the Former Soviet Union in a republic of Ukraine, at the time occupied by Russia. Fleeing from the Soviet government and its political and cultural oppression, her family abruptly relocated to Israel when she was 11 years old. Her family promptly returned to Ukraine following the fall of the Soviet Union and later immigrated to the United States. Dr. Glantsman was trained in Community Psychology and her research interests include cultural diversity, improving academic settings, access and attainment with a special focus on those historically underrepresented and excluded from higher education.

### Graduate Student Assistants

Wendy de los Reyes Moore (Graduate Student, Community Psychology Program) was born in Havana, Cuba and grew up in Miami, Florida after migrating to the U.S. at age 6. Wendy has worked on a number of research projects surrounding the immigrant and refugee experience, from issues surrounding the employment and health of adults to youth development. While in Chicago, she has collaborated with the Rohingya Culture Center, RefugeeOne, the Coalition of Immigrant Mental Health, and MENTOR: The National Mentoring Partnership. Currently, she is leading a research project on the sociopolitical development of first- and second-generation immigrant youth.

Yesenia Garcia Murillo (Graduate Student, Community Psychology Program) was born in Guanajuato, Mexico before migrating to the U.S. at the age of 3 and settling in the South suburbs with her family. As a first-generation student from an immigrant background, she faced a lot of systemic and emotional barriers during her educational journey in higher education. This experience, coupled with the search for a career that could bring light to this issue, led Yesenia to pursue her PhD with a research focus on the experiences of undocumented/immigrant students and the role of mentoring and ethnic-racial identity.

Safa Asad (Graduate Student, Community Psychology Program) is a first generation immigrant born and raised on the northside of Chicago. Safa's immigrant and socioeconomic background influenced her decision to pursue graduate studies in understanding the systemic barriers faced by ethnic minorities and refugees. Her current research focuses on disparities in access to education/educational opportunities experienced by immigrants and ethnic minorities, enhancing educational systems, mentoring, and school-based interventions.

Andrew Camilleri (Graduate Student, Community Psychology Program) is from the Mediterranean island of Malta, where he originally graduated as lawyer and spent the first part of his career representing asylum seekers

in refugee status hearings. He later formed part of the first cohort of teachers to work on a curriculum for an integration initiative for the government of Malta. Following up on his work and activism in Malta, Andrew is currently working within Dn Dr Joseph Ferrari's lab looking into sense of home and sense of belonging in migrants.

### **Faculty Advisory Committee**

Howard Rosing is the Executive Director of the Steans Center. He oversees the work of Academic Service Learning and the Egan Office for Urban Education and Community Partnerships and supports DePaul's partnership with the Asset-Based Community Development Institute. He works with faculty to develop scholarship on service-learning and community-based research and serves as a faculty member in Community Service Studies and an affiliate faculty member in Geography, Sustainable Urban Development (MASUD) and Community Psychology. Dr. Rosing is a cultural anthropologist whose research focuses on sustainable food systems development, urban food access, economic restructuring, and food justice movements in Chicago and the Dominican Republic.

Anne Saw (Associate Professor of Psychology, Affiliated Faculty in Refugee and Forced Migration Studies and Global Asian Studies) is a second-generation Chinese Burmese American born and raised in San Francisco, California. Her research focuses broadly on health and mental health in Asian American immigrant and refugee communities. Dr. Saw partners with community organizations in Chicago and beyond to develop community-centered programs and initiatives to promote health and wellness for Asian Americans and other minoritized groups.

Luciano Berardi (Affiliate Faculty Member for the Community Psychology Ph.D. and Master of Science programs, Department of Psychology) holds a license in clinical psychology from Universidad de Belgrano in Buenos Aires, Argentina and a M.A. and Ph.D. in community psychology from DePaul University. He is currently the Director for TRiO Programs and Access Research in the Division of Student Affairs at DePaul. His research focuses on issues regarding educational experiences of historically underrepresented groups in higher education, mentoring in academia, issues of access and disparities in education, and the development and assessment of educational interventions for young adults. Overall, his work is centered on fostering academic success and improving academic environments for underrepresented students transitioning through higher education.

## APPENDIX D: Pilot Focus Group Protocol



### **Advisory Discussion Protocol and Questions (1.5 hours, March 11, 2022, 10:30am-12pm)**

10:30-10:32 - Intro by the facilitators (2 mins)

10:32-10:52 - Intro of the group (20 mins)

10:52-11:12 - Area 1 (20 mins)

11:12-11:32 - Area 2 (20 mins)

11:32 - 11:52 - Area 3 (20 mins)

11:52 - 11:57 - Closing

Around 3 mins buffer

#### **I. Introductions (2 minutes/ total elapsed time 2 minutes)**

Hello everyone, welcome to our “*advisory discussion.*” We are thankful for you being here with us. My name is *[insert facilitator name]* I am the *[Brief description of facilitator’s title]*. My gender pronouns are *[insert gender pronouns]*. I will facilitate today’s discussion. Assisting me is *[insert name of co-facilitator]* who is a *[insert title]*.

**Confidentiality:** Over the course of the hour and a half, you and other participants will be asked a set of questions focused on your experience at your organizations in the area of migration. If you agree, the group’s conversation will be recorded using a Zoom audio recorder that will allow us to better document responses. The transcriptions will not include names of respondents and the recording will be erased once the data have been transcribed into a Microsoft Word document.

Before we begin, we want to remind everyone of the importance of ensuring confidentiality of this discussion. This will help people feel more comfortable in sharing their thoughts and opinions. Can everyone agree that what is said in the group stays in the group?

Lastly, we hope that you will tell us as many of your ideas and opinions as possible. There are no right or wrong answers so please be respectful of others in this group. Your experiences may be the same as or different from others, and we want to hear them all. Do you have questions about these guidelines?

[Answer any questions raised.]

[If no questions asked] Ok. Let's get started!

[Begin recording]

## **II. Introductions**

Again, thank you for agreeing to participate in this discussion. As mentioned in the email, DePaul University has recently launched the [DePaul Migration Collaborative](#) (DMC), a university-wide initiative that brings together scholars, students, alumni, and practitioners to support solutions to pressing problems in the areas of migration, mobility, and human rights. Working with all of these constituencies, the DMC seeks to help build our capacity to partner with those working in the area of migration with a focus on advocacy for and contribution to better public policy, stronger communities, and a more just society.

## **III. Discussion (total time around 60 minutes for all 3 areas)**

The purpose of this *advisory discussion* is to learn more about the assets and aspirations of community organizations such as yours and how aligned are our resources with your plans for your communities. This discussion will help guide the future priorities and direction of DePaul's Migration Collaborative. You all have been working in the area of migration and have expertise in this area and we greatly appreciate your input.

This discussion will be divided into four sections for 15-20 minutes each: general **introductions, assets, capacity building and possible areas of collaboration**. [Copy these and post into chat: **introductions, assets, capacity building and possible areas of collaboration**]

**Introduction** (approx 20 minutes for introductions; end time around 10:52). So let's begin with **INTRODUCTIONS....** [Representatives introduce themselves and organizations]

- Who do you work with?
- What services do you provide?
- How do you engage with service users?

**Area 1** (approx 20 minutes for Area 1; end time around 11:12). **Assets and Services** We would also like to hear about the goods and services that your organization brings to the community at large.

- How do people come to know about your organization, and what services do you offer?
- What do you see as your organization's assets?
- What are you currently doing to help your community members to get the most out of the services you provide?

**Area 2** (20 minutes for Area 2; end time around 11:32). **Capacity building;** Needs & barriers in the field of migration in Chicago

Now, we would like to talk about the area of capacity building.

- What are your organization's needs?
- What services would you like to offer that you haven't been able to?
- What are some challenges you have (clients, funding, etc.) [narrow down which barriers (e.g., community-engaged research, advocacy at a policy level, connections, service learning) institutional needs, clients' needs, community needs]
- Does your organization require additional training for your staff?
- In what ways can a university support building your capacity to service your community members? (e.g., research, advocacy, fundraising, direct service of existing programs, program development support, meeting spaces, technical assistance, etc.)

[Orgs might be aware of broader needs/barriers beyond their organization that might be useful to know]

**Area 3** (approx 20 minutes for Area 3; end time around 11:52). **[Collaboration with DMC -** Possibly: add examples of what DePaul has done]

Lastly, we are going to spend some time talking about how DePaul and DePaul's Migration Collaborative might serve as a resource for your work in the future.

- What projects or initiatives would you like to do in the future that we can possibly help develop?
- In what ways can a university like ours help support what you are doing? (Here are a few examples: research, direct service for existing programs, program development support, meeting space, serving as a hub for local service providers, technical assistance, etc.)
- What would be helpful for you?
- What role do you want to play in this partnership?
- What could you envision from a partnership with DePaul?
- What would you like to do that we can possibly help develop?

- Are there any other organizations that are working in the field that could potentially benefit from a collaboration with DePaul?

**Closing (5 minutes)**

We have come to the end of our discussion. Thank you so much for your time! Ruben will follow-up shortly regarding processing of your \$300 honorarium. We value your input and we hope that you can join us again for our larger conference discussion on April 29. We invite you to [register via Eventbrite](#) and, should you do so, to please note your role as a “Community Practitioner.” [Copy and post into chat] Thank you.

## APPENDIX E: Conference Focus Group Protocol



### **Advisory Discussion Protocol and Questions (approx 1 hour, April 29, 2022, 12pm-1:20pm start prepping the room around 12:05pm; aim to start no later 12:10pm)**

#### **Participants:**

#### **Agenda/Schedule**

Allow 5 minutes for the participants to get their food.

At around 12:05pm begin getting everyone to situate themselves

- Around 12:10pm begin self introductions of the facilitators
- I. 2-4 minutes to introductions per organization (20 mins)
- II. Assets/Capacity (20 mins)
- III. Future Collaborations with DePaul? (20 mins)

#### **Facilitators' Introductions (2 minutes/ total elapsed time 2 minutes/around 12:10pm-12:12pm)**

Hello everyone, welcome to our “*advisory discussion.*” We are thankful for you being here with us. My name is *[insert facilitator name]* I am the *[Brief description of facilitator’s title]*. My gender pronouns are *[insert gender pronouns]*. I will facilitate today’s discussion. Assisting me is *[insert name of co-facilitator]* who is a *[insert title]*.

Confidentiality: Over the course of the hour and twenty minutes, you and other participants will be asked a set of questions focused on your experience at your organizations in the area of migration. If you agree, the group’s conversation will be recorded using a [Zoom/audio] recorder that will allow us to better document responses. The transcriptions will not include names of respondents and the recording will be erased once the data have been transcribed into a Microsoft Word document.

Before we begin, we want to remind everyone of the importance of ensuring confidentiality of this discussion. This will help people feel more comfortable in sharing their thoughts and opinions. Can everyone agree that what is said in the group stays in the group?



Lastly, we hope that you will tell us as many of your ideas and opinions as possible. There are no right or wrong answers. Your experiences may be the same as or different from others, and we want to hear them all. Do you have questions about these guidelines?

[Answer any questions raised.]

[If no questions asked] Ok. Let's get started!

[Begin recording]

Again, thank you for agreeing to participate in this discussion. As mentioned in the email, DePaul University has recently launched the [DePaul Migration Collaborative](#) (DMC), a university-wide initiative that brings together scholars, students, alumni, and practitioners to support solutions to pressing problems in the areas of migration, mobility, and human rights. Working with all of these constituencies, the DMC seeks to help build our capacity to partner with those working in the area of migration with a focus on advocacy for and contribution to better public policy, stronger communities, and a more just society.

The purpose of this *advisory discussion* is to learn more about the assets and aspirations of community organizations such as yours and how aligned are our resources with your plans for your communities. This discussion will help guide the future priorities and direction of DePaul's Migration Collaborative. You all have been working in the area of migration and have expertise in this area and we greatly appreciate your input.

This discussion will be divided into three sections approximately 20 minutes each:

**Introductions, Assets & capacity building and Possible areas of collaboration.** [If on Zoom: Copy these and post into chat: **introductions, assets & capacity building and possible areas of collaboration**]

**I. 2-4 minutes to introductions per organization (approx 20 mins/12:12pm-12:32pm)**

So let's begin with **INTRODUCTIONS**. Let's take about 2-4 minutes per organization to have the representatives introduce themselves and organizations they represent.

- Who do you work with?
- What services do you provide?
- How do you engage with service users?

**II. Assets/Capacity (approx 20 mins/12:32-12:52pm)**

**ASSETS (approx 10mins)** We would also like to hear about the goods and services that your organization brings to the community at large.

- How do people come to know about your organization, and what services do you offer?
- What do you see as your organization's assets?
- What are you currently doing to help your community members to get the most out of the services you provide?

**CAPACITY(approx 10mins) Capacity building;** Needs & barriers in the field of migration in Chicago

Now, we would like to talk about the area of capacity building.

- What are your organization's needs?
- What services would you like to offer that you haven't been able to?
- What are some challenges you have (clients, funding, etc.) [narrow down which barriers (e.g., community-engaged research, advocacy at a policy level, connections, service learning) institutional needs, clients' needs, community needs]
- Does your organization require additional training for your staff?
- In what ways can a university support building your capacity to service your community members? (e.g., research, advocacy, fundraising, direct service of existing programs, program development support, meeting spaces, technical assistance, etc.)

[Orgs might be aware of broader needs/barriers beyond their organization that might be useful to know]

**III. Future Collaborations with DePaul? (approx 20 mins/12:52pm-1:12pm)**

**[Collaboration with DMC - Possibly: add examples of what DePaul has done]**

Lastly, we are going to spend some time talking about how DePaul and DePaul's Migration Collaborative might serve as a resource for your work in the future.

- What projects or initiatives would you like to do in the future that we can possibly help develop?
- In what ways can a university like ours help support what you are doing? (Here are a few examples: research, direct service for existing programs, program development support, meeting space, serving as a hub for local service providers, technical assistance, etc.)
- What would be helpful for you?
- What role do you want to play in this partnership?
- What could you envision from a partnership with DePaul?
- What would you like to do that we can possibly help develop?
- Are there any other organizations that are working in the field that could potentially benefit from a collaboration with DePaul?

**Closing (approx 5 minutes/1:12pm-1:17pm)**

We have come to the end of our discussion. Thank you so much for your time! We really value your input and hope to continue collaborating with all of you in the future.

## APPENDIX F: Focus Group Codebook

### *Section 1: Assets and Services Offered*

Theme	Codes
<p><b>Knowledge of Services:</b> Participants discuss how clients come to know of the services their organizations offer.</p>	<ul style="list-style-type: none"> <li>● <b>Community Outreach:</b> Staff doing outreach to community members.</li> <li>● <b>Official Recommendations:</b> Clients are directed to organization through referrals, recommendations, outsourcing from other organizations/community partners/case workers/government officials.</li> <li>● <b>Technology:</b> Clients become aware of organizations/services through social media, online promotions, campaigning.</li> <li>● <b>Word of Mouth:</b> Clients become aware of organization/services through family, friends, community members, case workers.</li> </ul>
<p><b>Services Offered:</b> Participants discuss the services their organizations offer to clients. These can include direct and indirect services.</p>	<ul style="list-style-type: none"> <li>● <b>Advocacy/Policy:</b> Advocacy for clients through policy promotion.</li> <li>● <b>Direct Services:</b> Programming (Education Services, ESL etc); Legal services; Case Management; Personnel assisted with application for government assistance programs (SNAP, TANIF, Housing/Rent assistance, Employment etc.); Information sessions (Know your rights, current laws, current assistance programs etc.) <ul style="list-style-type: none"> <li>○ <b>counseling</b></li> <li>○ <b>education</b></li> </ul> </li> <li>● <b>Referrals:</b> Connection to other organizations.</li> <li>● <b>Social Integration:</b> Services that integrate migrants into the community, integration with other community members.</li> </ul>
<p><b>Org Assets:</b> Participants discuss their organizations assets which include ways in which they meet their clients' needs.</p>	<ul style="list-style-type: none"> <li>● <b>Advising:</b> Organizational personnel serve as advisors for clients</li> <li>● <b>Advocate:</b> Organizational personnel advocate for clients by way of creating</li> </ul>

	<p>opportunities for clients' voices to be heard; demonstrating accompaniment</p> <ul style="list-style-type: none"> <li>● <b>Collaboration:</b> Organizations partner with other organizations to meet the needs of their clients.</li> <li>● <b>Connection to the Community:</b> Organizations have strong connections/accountability structures to/from the community.</li> <li>● <b>Cultural Sensitivity:</b> Organizational personnel are sensitive to clients background.</li> <li>● <b>Flexibility/adjusting services:</b> Organizations meet clients “where they are at”.</li> <li>● <b>Place-keeping:</b> Organizations providing opportunities for immigrants for "place-keeping" and being able to stay in their neighborhoods/create a place for themselves in the U.S.</li> <li>● <b>Social Media Use/Technology:</b> Organizations use social media to reach clients.</li> <li>● <b>Staff Lived Experience:</b> Staff lived experience informing their work with clients.</li> <li>● <b>Staff Pipeline:</b> Some orgs have created a pipeline between former service recipients to create organizational employees as a way to address some staff needs.</li> <li>● <b>Systemic/Institutional Knowledge:</b> Organizations are aware of and trained on case management, current laws, know how to apply for government assistance/benefits; DOJ accreditation</li> <li>● <b>Trauma Informed Care:</b> Organizational personnel are trained in TIC</li> <li>● <b>Trust of Personnel:</b> Staff members of the organizations have built trusting relationships with the clients they serve.</li> </ul>
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*Section 2 Capacity Building: Needs, Challenges, Barriers*

Theme	Subtheme
<p><b>Org Needs:</b> Participants identified their organization's needs, what services they would like to offer.</p>	<ul style="list-style-type: none"> <li>● <b>Case Management:</b> Needs more case management               <ul style="list-style-type: none"> <li>○ Housing</li> <li>○ Employment</li> </ul> </li> <li>● <b>Lack of Mental Health Resources:</b> Insufficient mental health resources or services.</li> <li>● <b>Lack of finances:</b> Lack of funding for services or offering competitive pay for employees.</li> <li>● <b>Lack of Space:</b> Cannot hire more people because of a lack of physical space in their office.</li> <li>● <b>Legal Services:</b> Organizations discuss their need for expanded legal services. Some organizations offer limited legal services (e.g., citizenship application) but need to expand to address more legal needs of clients. Tailored legal services for individual clients</li> <li>● <b>Outreach Programming:</b> needing to improve outreach efforts and strategies in the communities</li> <li>● <b>Staff:</b> Organizations describe being understaffed, need for more trained personnel, administrative infrastructure.               <ul style="list-style-type: none"> <li>○ <i>Staff cultural competency</i></li> </ul> </li> <li>● <b>Technology:</b> Issues with navigating technology processes with clients, internet issues, etc.define.</li> </ul>

<p><b>Org Structural Challenges:</b> Participants discuss challenges and barriers their organization faces</p>	<ul style="list-style-type: none"> <li>● <b>Administrative:</b> “Red tape” that comes with working with government; length of administrative time.</li> <li>● <b>Housing Affordability:</b> Immigrant communities are having difficulty feeling welcomed or connecting to the new community due to gentrification and access to housing.</li> <li>● <b>Lack of Funding:</b> Insufficient funding, having difficulty keeping up with salary needs/demands.</li> <li>● <b>Lack of Housing:</b> Insufficient housing for asylum-seekers? unaccompanied minors?</li> <li>● <b>Lack of a Plan post-'-closure of detention centers:</b> Discussion of the unknown of what would happen if detention centers are closed.</li> <li>● <b>Nonprofit Sacrificial Culture:</b> The idea that doing this kind of work sometimes requires personal and financial sacrifice <ul style="list-style-type: none"> <li>○ <b>staff burnout loss:</b> Employee loss due to burnout, increased workload, lack of competitive pay, salary cuts, lack of support for staff.</li> </ul> </li> <li>● <b>Politics:</b> Combating negative political rhetoric.</li> <li>● <b>Service Awareness:</b> Lack of awareness for organizations, services offered, organizations mission.</li> </ul>
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### *Section 3 Possible Collaborations with DePaul*

Themes	Subthemes
<p><b>DePaul Aid:</b> Participants discuss possible collaboration opportunities with DePaul to meet the needs of their clients</p>	<ul style="list-style-type: none"> <li>● <b>Collaboration Efforts:</b> DePaul serving as a connecting point for opportunities for collaboration</li> <li>● <b>Legal Services:</b> provide legal services that can help with immigration, application processing, tax forms, advocacy for public policy changes, additional legal help, partnership with Legal Aid Clinic</li> <li>● <b>Mental Health Services:</b> therapy services, psychological assessments,</li> </ul>

	<p>accesses to mental health care, mental health support, possible partnership with Community Health Clinic</p> <ul style="list-style-type: none"><li>● <b>Research:</b> reports to assess program needs, feasibility, programming efficiency, tracking grant deliverables</li><li>● <b>Strengthening Infrastructure/Org Capacity:</b> Supporting capacity building, organization restructuring, enhancing current programming, training staff</li><li>● <b>Technology Assistance:</b> Assistance with website development, app development, promotion of organization events through social media, enhancing social media presence</li><li>● <b>Volunteers:</b> Assist with ESL classes, translations, case management, hosting information sessions</li></ul>
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