

The Office of Latino Affairs

The Juniper Group

AE: Katie Garside

Alex Lewis

Celine Soto

## Table of Contents

Title Page	1
Situation Overview	3
Analysis of Situation	3
Analysis of Organization	5
Analysis of Publics	9
Goals and Objectives	13
Benchmark Studies	14
Cover Missouri	14
#SayHerName	16
Implications	19
References	22

## **Situation Overview**

The Office of Latino Affairs (OLA) of Catholic Charities of Chicago has been serving the Latinx Community in Chicago since 2007. Immigrants make up a significant portion of the Chicago population and currently have unmet needs. The OLA has the opportunity to advocate for the immigrant community in key public spaces.

## **Analysis of Situation**

According to the American Immigration Council, “20 percent of all business owners in the Chicago metropolitan area are immigrants” and “One in seven Illinois residents is an immigrant” (2018). In addition, “More than a quarter-million U.S. citizens in Illinois live with at least one family member who is undocumented” (2018). Looking at these numbers, we can see that immigrants are a sizeable population in Chicago, and that issues associated with immigration have an impact on many individuals in Chicago. Immigrants face a breadth of issues. According to Global Citizen, these issues range from learning English to finding work (Nunez, 2014). Another key issue is accessing services, whether that’s due to fear of deportation, trouble with transportation, not being able to take time off of work or not speaking English, all of these issues intersect to make it incredibly difficult for immigrants to find and receive help (Nunez, 2014). These are the social issues facing immigrants both in Chicago and nationally. The OLA is in a unique situation of being able to help. Since the OLA is a part of Catholic Charities, they have access to a wide range of resources, from a built-in community to already established services that the OLA can draw on to advocate for immigrants. We will discuss why immigrants need advocates, what issues facing immigrants the OLA can and should prioritize and what Catholic Charities can actually do to help.

According to Young Yun Kim, author of *Becoming Intercultural*, “The process of crossing cultures challenges the very basis of who we are as cultural beings” (p. 9, 2001). Immigrating is hard, and oftentimes, Immigrants face challenges they were not prepared for and therefore are not equipped to handle. A group advocating on their behalf of their community would help immigrants not only to deal with these problems, but also help the larger communities understand the issues they face. Catholic Charities, and more specifically, the OLA, is the perfect advocate for immigrants in Chicago. The OLA knows the community, and the specific issues going on in Chicago. They are also equipped to work with diverse communities, as their office and the community they serve are made up of a diverse group of people. The Office’s focus on Latinx issues will be especially helpful, as according to Bread for the World, a non-profit, “More than 80 percent of all unauthorized immigrants to the United States come from Latin America, with 60 percent coming from Mexico” (n.d.). According to the Office of Latino Affairs, the break-down of the people they serve is “34 percent white, 37 percent African-American, 24 percent Hispanic, 2 percent Asian and 3 percent other” (“Office Of Latino Affairs”, 2019). As such, the OLA and Catholic Charities already have services and personnel in place that make them equipped to also advocate for immigrants.

As discussed previously, a wide range of issues face immigrants. Amongst all these issues, Catholic Charities can focus their advocacy efforts on employment and hunger.

They should focus on finding employment because it is a big hurdle for many immigrants, which can have a domino effect on many areas in their life, from financial security to education. The OLA can use its community contacts, and Chicago’s strong small/local business community to advocate to and for immigrants.

Hunger is another major issue for immigrants, with Bread for the World saying that, “unauthorized immigrants suffer disproportionately from food insecurity and poverty once they arrive” (n.d.). Because Catholic Charities already has an established food bank and shelter, they have experience in this area.

The situation facing immigrants in Chicago is extremely relevant to the OLA and it is vitally important. The OLA’s work within the Latinx community is not complete if they do not widen their services to advocating on behalf of immigrants as well, focusing on the issues the OLA will be able to support. The Catholic Charities mission is to provide “charity to anyone in need by providing compassionate, competent and professional services that strengthen and support individuals, families and communities based on the value and dignity of human life” (“Mission & Values”, n.d.). Helping immigrants by advocating for them to relevant publics within the Chicago community fits within this mission statement and would greatly help the community the OLA serves.

## **Analysis of Organization**

### ***Internal environment***

The Office of Latino Affairs is goaled towards identifying and meeting the unique needs of the Latinx community by providing services offered by the Catholic Charities of Chicago organization (“Office of Latino Affairs”, n.d.). As mentioned by Dr. Rositas-Sheftel, Manager of the Latino Affairs office during the client brief, Latinx communities trust Catholic Charities. The services provided by the Office of Latino Affairs increase the visibility of the Catholic Charities of Chicago. This harmonious relationship between the Catholic church and Latinx communities

is the conduit that allows the Office of Latino Affairs to provide tailored services to Latinos, especially the immigrant community.

Diverse advisory board leaders are especially important to the goals of the OLA (Rositas-Sheftel, 2019). These community “ambassadors” support OLA in serving the needs of Latinx communities and widen its visibility and demand for the services provided. These community members can speak to healthcare, immigration, business needs, and other vital services for the Latinx communities of Cook and Lake counties of Chicago. Internally, they can support to organization’s staff be further educated about the emerging trends and needs of Latinxs as well as identify the next best steps of action.

However, the degree to which the OLA is aware and knowledgeable on emerging trends can also serve as an internal limitation. In the event that those trends are not identified and catalogued by a community leader, staff may be left ignorant of a key need of the Latinx community. Further, Currently the OLA has no dedicated PR staff. This can make it difficult to form a unified, consistent message regarding upcoming events.

A limitation regarding OLA’s PR needs include its lack of a presence on social media. The Catholic Charities of Chicago has both an Instagram and a Facebook, on which upcoming events and items needed for donation are posted. What is missing, however, is an OLA specific Facebook or Instagram page. This is both a limitation and an opportunity for growth, as the creation of these pages would boost visibility among the Chicago community.

Historically, the OLA has leveraged its relationship with community leaders to provide meals to underserved communities (Rositas-Sheftel, 2019). Its relationship with the Northern

Trust Latin Heritage Leadership Council (LHLC), is a shining example of how “ambassadors” to Latinx communities can volunteer commitment (“Businesses as Partners...”, n.d.). By unloading and packaging food with Casa Catalina, the OLA and its LHLC partners were able to serve the “Back of the Yards” community (“Ten things you...”, n.d.). Casa Catalina has since expanded services to include a “basic needs” center.

### ***External Environment***

Locally, the Salvation Army serves as an example of a competitor to the Office of Latino Affairs. They compete for attention and resources, including volunteers and donations. For example, a community “ambassador” could choose to devote time or resources to the Salvation Army instead of OLA. In this circumstance, that would mean that less support for the Chicago Latinx community would be reached, therefore reducing the visibility of OLA communication of services.

Supporters of the organization include business leaders, much like the LHLC mentioned in the Casa Catalina food bank example. They also receive support from college students who participate in the Ibero Transnational Service Project. Dr. Rositas-Sheftel noted that college students are both actual and potential supporters of the organization. Their participation is the “best way to spread information for volunteers” and can even serve as a tool for visibility of OLA’s services (Rositas-Sheftel, 2019). Additionally in the event that a poor student suffers food insecurity, they could be in need of Catholic Charities’ services. Simply hearing about OLA’s services from another student could provide them with the food and basic services that may be needed.

Universities are external supporters of OLA, specifically Loyola University in Chicago works with Universidad Iberoamericana in Mexico City in a project called the Ibero Transnational Service Project (ITSP). Students participate in service projects, further amplifying the services provided by the Catholic Charities of the Archdiocese of Chicago (“Ibero Transnational Service Project”, 2015). The OLA, serving as the Latinx expert within the Catholic Charities, benefits greatly from this relationship. The organization gains visibility and volunteers.

Unfortunately, the current political climate and presidential administration may impact the Office of Latino Affairs. Because the OLA provides access to Catholic Charities’ immigration services and counseling services (“Immigration & Naturalization”, n.d.), the Trump administration’s pending legal fight to end DACA has thrown chaos into an otherwise predictable process. The organization will have to monitor the Trump administration’s stance towards DACA in the coming months and years in order to determine how it will affect the people they serve.

### ***Visibility and Reputation***

The OLA has little visibility. As mentioned above, it does not have a presence on Instagram or Facebook other than the main Catholic Charities of Chicago accounts. This is a missed opportunity to reach its publics. For example, recently on both Facebook and Instagram, Catholic Charities posted a flier noting the various warming stations in Chicago for the Polar Vortex, as well as a list of donations that would be helpful for its clients. Had this been communicated on an OLA specific page, and included a Spanish-language version, the Latinx

community would have had more visibility to the basic services offered by the organization, and would allow to reach the population that speaks Spanish.

On the Catholic Charities of Chicago Facebook page, users who “checked in” to events were enthusiastic and supportive of the organization. As noted in the comments, Facebook followers attach poverty alleviation and the donation of basic needs to the organization, such as the call for cold-weather clothing in anticipation for Chicago’s historic Polar Vortex.

There is no media coverage of the events that the Office of Latino Affairs has orchestrated, which reduces the opportunity for the organization’s visibility.

***SWOT***

<p style="text-align: center;"><b>STRENGTHS</b></p> <p style="text-align: center;">Trust in Catholic Charities</p>	<p style="text-align: center;"><b>WEAKNESSES</b></p> <p style="text-align: center;">Lack of Social Media Platforms</p> <p style="text-align: center;">Education of Staff</p>
<p style="text-align: center;"><b>OPPORTUNITIES</b></p> <p style="text-align: center;">Student Volunteers</p>	<p style="text-align: center;"><b>THREATS</b></p> <p style="text-align: center;">Trump Administration’s attitudes toward DACA and Immigrants</p> <p style="text-align: center;">Other charities i.e. Salvation Army</p>

**Analysis of Publics**

The Office of Latino Affairs has the opportunity to engage two publics in their efforts to develop a communication strategy: the media, and members of Chicago’s business community.

The media is an important public for the Office of Latino Affairs because it can serve as a vehicle to inform the Chicago community via reporting of the services offered by the OLA, they

are also a strong tool to meet the first goal we have created for the OLA, as getting the word out to the media about the OLA's knowledge on immigration and advocacy efforts will help the wider public and the community the OLA is reaching to become aware of the services and advocacy provided.

According to Nielsen data, Chicago is the third-largest media market in America ("Nielsen Media...", 2018). There are five major news networks in Chicago, representing the four major networks (ABC, NBC, FOX & CBS) and an independent network, WGN. In addition, there are countless newspapers, from major publications like the *Chicago Tribune* to smaller ones like *Block Club Chicago*. Targeting relevant media to share newsworthy information (Issues immigrants in Chicago face, the services and advocacy the OLA provides to help) would go a long way to position the OLA as an expert on these issues.

The OLA does not have a strong relationship with media already. As mentioned in the Organization Analysis, the OLA has not been covered by media, and therefore there is an opportunity to reach out and proactively build a relationship.

Chicago media is an active public. Media in Chicago are already aware of immigration issues, and are actively talking about them. Since media is at this stage, they have their own ideas and perspectives on immigrants/immigration. This raises the one concern with an active public, which is that the OLA can not fully control the message, and must therefore be very strategic about which outlets they reach out to in Chicago.

According to Cision's study on Journalist's use of social media called, "2016 GLOBAL SOCIAL JOURNALISM STUDY" reporters in the U.S. say "Facebook and Twitter are the top

platforms” they use, but that their preferred method of communication is e-mail, with social media being second (2016).

Business owners in Chicago are one of the public's the OLA should focus on to direct their advocacy efforts to. Business owners in the Chicago area have a significant impact on jobs.

The OLA already has an established relationship with Latinx Business owners, which is a great relationship to tap into, and a way in to the broader community of business owners in Chicago. Business owners in the Chicago area can serve as community leaders for the Latinx immigrant population in Chicago, and therefore are a key public for the Office of Latino Affairs in their journey to grow the OLA’s advocacy for issues facing immigrants in Chicago.

According to Crain’s Chicago Business, “80 percent of [Chicago] businesses are white-owned, according to a census survey done in 2014” and “18 percent of Chicago-area businesses are owned by minorities” (Pletz, 2016). Specifically, “Hispanics, the largest minority group in Chicago, at 22 percent of the population, own 6 percent of businesses” and “Women own 19 percent of businesses in Chicago” (Pletz, 2016). The data from the American Immigration Council says that, “20 percent of all business owners in the Chicago metropolitan area are immigrants” (2018). However, that is a larger geographic area.

Both sets of data show that while a significant portion of business owners in the Chicago-area are minorities and immigrants, there’s still a majority population of white-owned businesses. Since Chicago business owners are a majority white population, we can infer that there may be misunderstanding or lack of knowledge around immigration issues and problems immigrants face. This means there is room to advocate to this public. Furthermore, immigration is a relevant issue to business-owners in Chicago. While there is no data on how much of the

workforce in Chicago is made up of immigrants, in the US, according to the Bureau of Labor Statistics, “In 2017, there were 27.4 million foreign-born persons in the U.S. labor force, comprising 17.1 percent of the total” (“Labor Force...”, 2018). Since immigrants make up a significant portion of the workforce, issues facing immigrants do have implications for business owners in Chicago.

As mentioned previously, Hispanics “own 6 percent of businesses” in Chicago (Pletz, 2016). While they are a smaller number, they are not insignificant, and the OLA already has an established relationship with Latinx and Hispanic business owners in their community. This relationship is a bridge to the broader community of business owners in Chicago, and the OLA should therefore start by focusing their advocacy efforts on Hispanic business owners before moving on to the broader group of Chicago Business Owners.

Business owners of Chicago are currently both a latent and an aware public. The population of business owners in Chicago that are minorities and immigrants have a better understanding of the needs, desires, and roadblocks immigrants face in meeting basic needs and finding services in the city. This is what makes them such an important public: by serving as community leaders they can be the voice of immigrants who otherwise may not be able to convey the most immediate needs they require. A proactive communication strategy between community leaders and the OLA on behalf of Latinx immigrants will improve the OLA’s advocacy for immigrants in Chicago.

On the other hand, the population of Chicago business owners that are white are more of a Latent public. While they share an issue with the OLA - as stated before, immigrants make up a significant portion of the workforce and are therefore an important group for business owners -

they may not be aware of the potential that better advocacy and services for immigrants may have for them. In addition, since the OLA has a better relationship with Latinx communities, this is an as yet untapped resource for the OLA to better their advocacy. The OLA should therefore put in place a communication plan to grow its relationship with this group.

While there is no data on media preferences for Chicago business owners, from personal experience we know that business owners preferred social media platform is LinkedIn, and that they are more likely to consume traditional media than other groups. However, we know from a Pew Research study on “Social Media Use in 2018” that “Roughly two-thirds of U.S. adults (68%) now report that they are Facebook users, and roughly three-quarters of those users access Facebook on a daily basis” (Smith, 2018). Assuming that most Chicago business owners are adults, we can then extrapolate that they are regular Facebook users.

### **Goals and Objectives**

- Position the OLA as an expert on the social issues facing immigrants in Chicago.
  - Get 5 media outlets to use the OLA as an expert on immigrant issues by December 2019.
  - Increase referrals to the OLA by 5% by December 2019.
  - Raise community trust in the OLA’s abilities on immigrant advocacy to 50% by December 2019.
- Grow the OLA’s advocacy for issues facing immigrants in Chicago.
  - Build relationships with ten community organizations in the Chicago area, who specialize in immigration issues, by December 2019.

- Raise awareness of social services offered by Catholic Charities to the Latinx communities by 15% by December 2019.
- Increase donations to the OLA by 15% by December 2019.

## **Benchmark Studies**

### **Cover Missouri Campaign**

#### **Brief Overview of the Organization**

The Missouri Foundation for Health is committed to providing Missourians with access to healthcare while improving the overall health of Missouri communities at-large. To achieve this goal, The Missouri Foundation for Health monitors health trends in at-risk neighborhoods, identifying individuals and families who would most benefit from healthcare improvements. Their websites states that their mission is “to improve the health and well-being of individuals and communities most in need” (“About the Foundation”, n.d.). This issue-based work targets various healthcare issues Missourians tend to face, including access to care, childhood obesity, and expansion of healthcare coverage.

#### **Brief Overview of the PR situation**

According to the Missouri Foundation for Health’s website, prior to the passage of the Affordable Care Act in 2013, 15.2% of Missouri’s under-65 population was without any healthcare coverage (“Expanding Coverage”, n.d.) This startling statistic led to the creation of the Expanding Coverage Initiative, coalesced by the Cover Missouri campaign. This statewide campaign used building awareness as its main vehicle towards educating Missourians who were either unaware of their new healthcare options available to them, or hesitant and fearful about enrolling in a program dubbed “Obamacare” by enemies of the legislation. The ultimate goal of

this campaign was to reduce Missouri's under-65 uninsured rate from a staggering 15.2% to under 5% within a five-year time frame ("Cover Missouri Campaign", 2015).

### **Brief Statement About Target Audience**

Cover Missouri's target audience for the Expanding Coverage Initiative includes uninsured Missourians under the age of 65.

### **Summary of Communication Methods**

The Cover Missouri campaign used a combination of tactics and strategies to inform Missourians of their healthcare options in the wake of the new healthcare law. One tactic included forming a Cover Missouri coalition, whose members spanning the state participated in events geared towards educating the public about the reality of the Affordable Care Act and how to enroll in a plan. Members of the coalition were armed with educational toolkits filled with fact sheets and template presentations. Earned media sources reported on the Cover Missouri coalition efforts to dispel Missourian misconceptions about the ACA. Paid advertising on platforms such as Facebook, Twitter, and traditional radio commercials served to further educate and inform Missourians of the healthcare options available to them.

### **Analysis of Benchmark Study in relation to OLA's Communication Efforts**

The Cover Missouri campaign was a booming success. According to the case study, in less than two years the Missouri uninsured rate dropped by 25% ("Cover Missouri Campaign", 2015). A benchmark of the campaign's success includes its visibility on Facebook, which received a 1,000% increase in followers since the beginning of the campaign ("Cover Missouri Campaign", 2015). The success of this campaign can be used as an example for the Office of Latino Affairs. Both campaigns are similar in that the objective is to increase awareness of a

service for a specific community in need. For example, in the Cover Missouri campaign, the media was leveraged to report on the educational events and provided by coalition members. Likewise for the OLA, the media as a public can be used to position the OLA as an expert on social issues facing immigrants.

## **#SayHerName Benchmark Study**

### **Brief Overview of the Organization**

In July of 2015, #SayHerName was a social media movement, primarily on Twitter, that focused on intersectional mobilization by highlighting African American women along with transgender and cisgender identities who have experienced police brutality. The Say Her Name dialogue attracted over 400,000 Twitter impressions with the use of the Say Her Name hashtag and developed into activism that centered around black women and state-sanctioned violence. This social media form of activism not only built awareness around black women and their experience of violence, but it also represented the voices of those who lost their lives due to this violence.

### **Brief Overview of PR Situation**

The #SayHerName social media campaign was first introduced by the African American Policy Forum (AAPF) (“African American...”, n.d.), in which they released a report titled, “Say Her Name: Resisting Police Brutality Against Black Women” by representing the death of Sandra Bland and the mistreatment and exploitation of black women in the criminal justice system (“Ethnic and Racial Studies”, 2017). The #SayHerName movement was the conversation starter for the other social issue movements to follow; for example, Black Lives Matter. The participants of #SayHerName made intersectional mobilization its primary agenda by

committing to be the voice of many subgroups of black identity. This included women in the LGBTQ community as well as differently abled women of color. This nationwide movement raised awareness with the use of social networking through Twitter which collected 463,957 tweets in a span of nine months (“Ethnic and Racial Studies”, 2017).

According to Ethnic and Racial Studies there is a lot of diversity on Twitter; with the Black and Latino community making up 56% of Twitter users (2017). After monitoring Twitter impressions, the findings show that majority of tweets using #SayHerName were activists responding to the incidents of violence through demands for action. In effort to raise consciousness about sexism, racism and other oppressions, #SayHerName was emerging as a form of “Black Feminist Activism” in a digital sphere (Cottom, 2016). Twitter was the chosen channel with the goal of empowering black women of all subgroups and addressing the marginalization of black women. Results suggested that when incidents of violence against black women occurred, Twitter impressions increased in frequency (“Ethnic and Racial Studies”, 2017).

### **Brief Statement of Target Audience**

The social media activism #SayHerName serves as a case study in which the target audience is African American women who are victims of police violence, including subgroups within the black identity.

### **Summary of Communication Methods**

#SayHerName was proposed as a strategy to engage with people around the social issues impacting black women through the utilization of Twitter. This allowed women to have a voice

and share stories with the use of victims names, links to news articles, images and other initiatives to end violence all with the power of a 140-character tweet including a trending hashtag. The use of the Say Her Name hashtag was a tactic to monitor specific time periods and how often users engaged in the conversation. Not only were black women activists the most engaged in this movement making up 27.2% of users, but media/news accounted for 18.3% of the users associated with #SayHerName (“Ethnic and Racial Studies”, 2017). Blogs led by black women, independent publications and other major news outlets such as BET were also majority of participants sharing content and having a voice during this movement.

Black women and girls as young as 7 and as old as 93 have been killed by the police, though we rarely hear their names (“African American...”, n.d.). March 14, 2019, even a couple years after the #SayHerName campaign began, activists are still using the hashtag for these victims names to be heard. This recent tweet stated, “Heaven Sutton, 7 years old shot and killed on the West side of Chicago #SayHerName #MarchForOurLivesToo,” following with a photo of the child (Twitter, 2019). Over the past three years, the #SayHerName campaign has expanded and increased its focus on direct advocacy (“African American...”, n.d.).

### **Analysis of Benchmark Study in relation to OLA’s Communication Efforts**

The #SayHerName social media activism efforts successfully raised awareness of violence against black women by the police force, which was analyzed with quantitative content. A benchmark of the social media movement’s success includes its engagement on Twitter with almost 500,000 tweets containing #SayHerName posted by politicians, scholars and professionals, media/news organizations, etc. (“Ethnic and Racial Studies”, 2017). With the significance of social media in today’s generation, it would be an advantage for the Office of

Latino Affairs to use Facebook, Twitter and Instagram more frequently to raise awareness of the social issues facing immigrants in Chicago and to connect with its publics. For example, the hashtag #SayHerName was created to start a conversation about black women and violence. The OLA could use the media as their public to grow the advocacy for issues facing immigrants, and to connect with business owners in Chicago through social media efforts. The same form of activism towards African American women could be used for immigrants in Chicago, and using the model the AAPF used of positioning themselves as an expert and source in a broader campaign is a great strategy for the OLA to take on.

### **Implications**

The OLA's goals are centered around raising diversity on the board of the OLA, advocacy on behalf of the immigrant community and gaining support and working with local universities and Latinx students. While focusing on the need and opportunity to advocate on behalf of immigrants, we realize that Immigrants in both Chicago and nationwide face a breadth of issues daily. Some of these issues that occur include difficulty learning the English language, struggling to find work and even fear of deportation. The OLA does not lack the resources it needs to advocate on behalf of immigrants; therefore, with the built-in community and established services that the OLA already offers, they can start to advocate on behalf of immigrants, focusing on the issues they already have experience in.

The OLA's key publics in the client situation of advocating on behalf of immigrant community and their unmet needs, include the media and members of Chicago's business community. The media serves as a vehicle to inform the Chicago community of the services offered by the OLA along with spreading awareness about the OLA's knowledge on immigration

and their resources provided in helping the immigrant community be heard. Chicago business owners are another public the OLA could utilize to advocate to on behalf of the immigrant population in Chicago, and utilize to further the OLA's goals.

The OLA's communication efforts to reach their goals will be traditional media, referrals, social media and community relationships. To position the OLA as an expert on the social issues regarding immigrants and to grow their advocacy, these are the communication goals they should focus on.

The OLA can learn from the Cover Missouri Campaign in that both of their objectives are to increase awareness of a service for a specific community in need. In the case of the Cover Missouri campaign, uninsured Missourians are the specific community. Likewise, for the OLA, the community in need of support is immigrants. In addition, the Cover Missouri campaign shows how an organization can effectively change perceptions around an issue. As for the #SayHerName campaign, one of their key publics was the media. The OLA could also media as one of their publics to grow the advocacy on behalf of immigrants, and to connect with Chicago business owners through social media efforts. The #SayHerName campaign really shows how an organization can be seen as an expert on an issue, using a social media campaign to drive conversation and act as an expert for media.

The OLA can engage key audiences surrounding immigrant advocacy by first and foremost networking. Chicago is a city with a wealth of events, where the OLA can go to meet with members of the media or business owners, share with them what they do and why their work is relevant, and build relationships that will help them in the long run. The OLA can also use the relationship they have with business owners and their community to share immigrant

story, which can create a conversation and encourage others to talk about issues surrounding immigration, all while positioning the OLA as an expert on immigration and advocate for immigrants. The goals we've set are tangible, all that's needed is relationship building and storytelling.

## References

2016 Global Social Journalism Study. (2016). Retrieved from

<https://www.cision.com/us/resources/research-reports/2016-social-journalism-study/?sf=f>  
alse

“Access to Care”. Missouri Foundation for Health. N.d. Retrieved from

<https://mffh.org/our-focus/access-to-care/>

African American Policy Forum - About the Campaign. (n.d.).

Retrieved from <http://aapf.org/about-the-campaign>

Businesses as Partners in Our Mission. (n.d.).

Retrieved from <http://www.catholiccharities.net/Portals/0/About>

[Us/Documents/LatinoAffairs/2016\\_AnnualNewsletter\\_ENG\\_040116.pdf?ver=2016-04-1](http://www.catholiccharities.net/Portals/0/About)

[3-145630-557](http://www.catholiccharities.net/Portals/0/About)

Cover Missouri Campaign. (2015). PRSA. Print.

“Expanding Coverage”. Missouri Foundation for Health. n.d. Retrieved from

<https://mffh.org/our-focus/expanding-coverage/>

“The Foundation”. Missouri Foundation for Health. n.d. Retrieved from

<https://mffh.org/the-foundation/>

Ibero Transnational Service Project.(n.d). Retrieved from

<http://www.catholiccharities.net/miscustompages/dafwidget.html/AboutUs/Governance/Leadership/Departments/LatinoAffairs/IberoTransnationalServiceProject.aspx#About-ITSP-212>

“Immigration and Naturalization”. (n.d.) *Our Services*. Catholic Charities of Chicago. n.d.

Retrieved from

<http://www.catholiccharities.net/miscustompages/dafwidget.html/GetHelp/OurServices/ImmigrationandNaturalization.aspx>

Immigrants in Illinois. (2018, May 09). Retrieved from

<https://www.americanimmigrationcouncil.org/research/immigrants-in-illinois>

Labor Force Characteristics of Foreign-born Workers Summary. (2018, May 17). Retrieved from

<https://www.bls.gov/news.release/forbrn.nr0.htm/Labor-Force-Characteristics-of-Foreign-Born-Workers-Summary>

Kim, Y. Y. (2001). *Becoming intercultural: An integrative theory of communication and cross-cultural adaptation*. Thousand Oaks, CA: Sage Publications.

"Mission & Values". (n.d.). Catholic Charities of Chicago. Retrieved from

<http://www.catholiccharities.net/AboutUs/MissionValues.aspx>

Nielsen Media 2017-2018 Local Market Estimates. (2018, September 23). Retrieved from

<http://www.tvjobs.com/cgi-bin/markets/market2.cgi>

Nunez, C. (2014, December 12). The 7 biggest challenges facing refugees and immigrants in the US. Retrieved from

<https://www.globalcitizen.org/en/content/the-7-biggest-challenges-facing-refugees-and-immigrants/>

Office Of Latino Affairs. (n.d.). Retrieved from

<http://www.catholiccharities.net/AboutUs/Governance/Leadership/Departments/LatinoAffairs.aspx#About-Us-224>

Pletz, J. (2016, August 31). Who owns Chicago businesses? Retrieved from

<https://www.chicagobusiness.com/article/20160831/BLOGS11/160839959/census-data-shows-how-minority-business-ownership-in-chicago-other-cities>

Smith, A., & Anderson, M. (2018, September 19). Social Media Use 2018: Demographics and Statistics. Retrieved from

<http://www.pewinternet.org/2018/03/01/social-media-use-in-2018/>

Rositas-Sheftel, Dr. Dra Cary. (2019, January 22). Lecture conducted from DePaul University, Chicago, IL.

“Ten things you should know about Catholic Charities Services to Latinos...” (n.d.).

Retrieved from

[http://www.catholiccharities.net/Portals/0/About%20Us/Documents/Latino%20Affairs/2013\\_TEN\\_Things\\_Latinos\\_PMS288\\_OnePage.pdf?ver=2013-10-18-114308-493](http://www.catholiccharities.net/Portals/0/About%20Us/Documents/Latino%20Affairs/2013_TEN_Things_Latinos_PMS288_OnePage.pdf?ver=2013-10-18-114308-493)

#SayHerName - Twitter. (2019, March 16). Retrieved from

<https://twitter.com/search?q=#sayhername&src=typd>