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Chicago's Migrant Serving Ecosystem: Perspectives from Providers on the Frontline

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Chicago's Migrant Serving Ecosystem: Perspectives from Providers on the Frontline

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Biography

Safa S. Asad was born in Chicago, Illinois on January 22, 1993. She graduated from Lane Tech High School in Chicago Illinois. She received a Bachelor of Arts degree in Psychology from the University of Illinois at Chicago in 2019 and a Master of Arts with Distinction in Community Psychology from DePaul University in 2023.

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Abstract

Global destabilization has resulted in nearly 110 million people forcibly displaced from their homes. Sanctuary cities like Chicago have become "migrant hubs," seeing thousands of migrants enter the city to access shelter and resources. City officials have called for more support, as the number of migrants has outweighed the number of migrant service providers.

Migrant service organizations play an integral role in the resettlement journey of migrants. These organizations provide direct and indirect services to support their clients. However, as the migrant crisis continues to worsen, it threatens the social safety net established by governments and immigrant serving nonprofit agencies that work to meet the needs of these vulnerable individuals.

This study took a qualitative case study approach to understand Chicago's Migrant Serving Ecosystem through the perspectives of migrant service providers who are at the frontline of two global public health crises—the COVID-19 pandemic and the migrant crisis. Guided by the Transformative Refugee Service Experience Framework (Boenigk et al., 2020) and using an ecological lens, this study utilized the RADAR technique (Watkins, 2017) and systemic thematic analysis (Naeem et al., 2023) to conceptualize Chicago's Migrant Serving Ecosystem and identify what ecosystemic factors positively or negatively influence migrant service organizations' ability to successfully serve their clients.

Chicago's Migrant Serving Ecosystem is conceptualized as a system composed of three ecological levels: individual, organization, and macrosystem. Findings support the interrelatedness and interdependence among these levels, from macrosystemic factors such as governmental policy to service organizations to individuals who are both recipients and providers of migrant services. Stakeholders within the ecosystem interact to ensure migrant

needs are met. Chicago's Migrant Serving Ecosystem is hospitable when the system supports interdependency, resource cycling and adaptation. Stressors such as hostile services, lack of organizational capacity, public health crises and sociopolitical climate threaten the fragility of the ecosystem. Findings from this study inform recommendations to ameliorate the dire migrant crisis.

Keywords: refugee service system, migrants, COVID-19, Migrant Crisis, provider perspectives

Chicago's Migrant Serving Ecosystem: An Ecological Perspective from Providers on the Frontline

Background

Destabilization, which includes rising political unrest, violence, war, inhumane conditions, and human rights violations, has resulted in nearly 110 million people forcibly displaced from their homes around the globe (UNHCR, 2022). The number of displaced people due to violence and conflict has drastically trended upward, seeing an increase of 19 million people from 2021 to 2023 (UNHCR, 2022).

Displaced persons who resettle into new countries, often referred to as migrants, can include refugees and asylum seekers. A refugee is a person who seeks safety and protection after fleeing inhuman conditions such as human rights violations, danger, violence for fear of persecution (Amnesty International, 2024; Boenigk et al., 2020). Article 1 of the 1951 Refugee Convention established legal documents that ensure refugees are not forced to return to countries where they fear their safety, freedom, and threats to their life (UNHCR, 2024). These legal documents also established how refugees must be treated during their displacement, which includes assistance, rights, and legal protection from countries that host them (UNHCR, 2024). According to the United Nations Refugee Agency (2023), currently, over 35 million displaced persons are refugees and 5.4 million are asylum seekers.

Like refugees, asylum seekers are also persons who leave their country due to or in fear of persecution (U.S. Citizenship and Immigration Services, 2023) and are seeking safety and protection from human rights violations (Amnesty International, 2024). The main difference between a refugee and an asylum seeker is that asylum seekers are not given the legal status of refugees and need to wait for their asylum claims to be processed through the court system by

their host country (Amnesty International, 2024). The present study, much like previous research, uses *migrant* as an umbrella term to include immigrants, refugees, and asylum seekers (Garkisch et al., 2017).

As the number of displaced persons continues to grow worldwide, countries like the United States, who are party to the 1951 Convention, have taken in migrants (UNHCR, 2024). The United States has received a significant increase in the number of asylum applications, accepting over 700,000 claims in 2022 (UNHCR, 2022). In 2020, the United States accepted almost 12,000 refugees and 35,000 asylum seekers (Department of Homeland Security, 2020). Many of these migrants move to sanctuary or migrant hub cities throughout the United States to meet their distinct needs.

Chicago as a Sanctuary City

Chicago has a long-standing history of welcoming migrants. Over 20% of the city's population is made up of foreign-born people (US Census, 2022). Historically, the city has been a place of refuge for migrants who have escaped war and poverty. As a result of the Great Famine, Chicago's Irish population grew exponentially with the arrival of Irish refugees (Strum, 2000). Following World War II, the city saw an influx of Jewish refugees, alongside other European migrants from Germany, Poland, Ukraine, Italy, and Slovakia (Pacyga, 1991; Paral, 2003). As part of the largest resettlement projects in U.S. history, with the help of local service organizations, Chicago resettled thousands of Cuban and Southeast Asian refugees fleeing political regimes in the 1960s and 1970s (Steffes, 2005). The city continued to resettle refugees from Africa, the Middle East, and Eastern Europe well into the 1980s and 1990s, following regime changes, war, and violence (Steffes, 2005). More recently, Chicago, has resettled an estimated 2,500 refugees from Afghanistan (RefugeeOne, 2022) and is home to the largest

Rohingya population in the United States with over 2,000 Rohingyas (Chiarito, 2020). Alongside its storied history of accepting immigrants, the city's Welcoming Ordinance has also encouraged the influx of migrants.

In 1985, Chicago enacted a Welcoming Ordinance that does not allow authorities to ask about immigration status and does not deny city services based on this status (City of Chicago, 2024). This ordinance has established Chicago as a Sanctuary City. Sanctuary Cities limit local police cooperation with federal authorities to "deter" detention or deportation of immigrants (Houston et al., 2023, p.1). Due to the city's status as a Sanctuary City and a migrant hub, migrants, specifically those who have entered the country from the Southern border, have been relocated to the area from and by other states or non-government agencies.

Since 2022, Chicago has reported over 36,000 arrivals who have entered through the southern border (City of Chicago, 2023). Destabilization in Central America has led to a mass influx of migrants from Venezuela into the city. The migrant crisis on the southern border has worsened the situation; since August 31, 2022, the Texas government has sent almost 37,000 asylum seekers without notice to Chicago and its surrounding suburbs (City of Chicago, 2023). Over 4,000 asylum seekers have been sent via bus to the city (City of Chicago, 2023). Though most recent arrivals in Chicago have been sent to the city from bus or air, paid for by Texas' State and City governments (e.g., San Antonio and El Paso), recent news reporting has indicated Denver has also funded migrant travel to the city, as have Texas NGOs (non-government organizations) (Eng, 2023).

Arrivals of migrants with no notice has left city officials unprepared and has strained resources. Despite Chicago having over 100 service organizations (Illinois Department of Homeland Security, 2024) that aid in the resettlement and adjustment of migrants, migrant-

serving organizations are struggling to meet the increased demand for their services as the number of migrants far outweigh the number of service providers. Chicago's Office of Emergency Management spokesperson Mary May noted that the migrant crisis has burdened the local government, agencies, and service organizations who were already experiencing immense strain and structural challenges (Eng, 2023). As the migrant crisis continues to worsen, it threatens the social safety net established by governments and immigrant serving nonprofit agencies that work to meet the needs of these vulnerable displaced persons. Subsequently, the strain on the system may have potential impact on service providers and their clients (Puvimanasinghe et al., 2015). The apparent interrelatedness of these entities supports the need for research to investigate how challenges faced by migrant serving organizations may impact their ability to serve their clients and affect the crisis.

Guiding Framework

Transformative Refugee Service Experience Framework

To address the migrant crisis, Boenigk et al. (2020) put forth the Transformative Refugee Service Experience Framework to assess how refugee service systems may impact refugee well-being. The authors propose that the refugee resettlement journey is connected to the refugee service system and draw an important connection between the interrelatedness of refugee service systems characteristics and refugee service experience. Ideally, service organizations that are well functioning are designed to be flexible, allowing for a "free flow" of needed resources for refugees through connections with agents at different system levels (Boenigk et al., 2020, p. 166). Boenigk et al. (2020) refer to this as a *hospitable refugee service system*. When the service system is hospitable, refugee needs are met, which leads to positive well-being.

Hostile refugee systems are described as factors that make the system *rigid* (Boenigk et al., 2020, p. 172). At different system levels, factors such as "legal, political, regulations, resource constraints and limitations" contribute to the hostility, making the system less adaptive and fluid, which Boenigk and colleagues propose may lead to negative well-being or suffering of refugees (Boenigk et al., 2020, p. 172). Hostile systems do not foster an environment for agents (e.g., refugees, refugee service providers) to interact easily or collaborate, which impacts the experience of refugees. The authors implore researchers to apply the Transformative Refugee Service Experience Framework to assess refugee service needs and how service systems may serve to meet, or challenge, those needs (Boenigk et al., 2020).

This exploratory study seeks to characterize Chicago's Migrant Serving Ecosystem by identifying who the agents are at every level and what role they play within the system to meet migrant needs. Through perspectives of Chicago area migrant serving organizations, the study aims to analyze the relationships and linkages across the ecosystem; identify needs, challenges and barriers facing migrant serving organizations that may impact their ability to function; and investigate factors that may influence individual organization's ability to serve their clients. The present case study spotlights the perspectives of Chicago area providers during two ongoing public health crises: migrant crisis and the COVID-19 pandemic.

An Ecological Perspective

The first step in understanding the migrant crisis and its impact on local service organizations is to view the system holistically through an ecological lens. Analysis of ecological levels aid in our ability to ascertain how a "single event or problem has multiple causes" (Kloos et al., 2012, p. 18). We must begin by identifying key stakeholders, their roles, how they interact, and their interdependence in a migrant-serving ecosystem. Ecological analyses are based on

understanding of biological ecosystems, made up of organisms and environmental elements interconnected and dependent on one another for their well-being (James, 2006). Biological systems create, use and reuse resources to maintain a sustainable life cycle (Wielkiewicz et. al., 2005). This system uses evolutionary methods, so when a change is introduced to the system, the system adapts to ensure its survival (Wielkiewicz et al., 2005). This ecological lens can be applied to analyze communities and how they function (Kloos et al., 2012). Kelly (1969, as cited in Kloos et al., 2012) introduced four ecological principles to assess how community ecosystem interacts: interdependence, which describes the phenomenon of a ecosystemic levels being connected and changes in the in the system having consequences across the ecosystem; cycling of resources (tangible and intangible), which refers to creation, use, and exchange of resources; adaptation, or an individual's ability to cope to demands or constraints by settings, and subsequently, settings' ability to adapt to individuals (pp. 143, 171); and succession, or how settings are created and experience change over time (p. 144).

Kloos et al. (2012) suggest that community systems are made up of individuals, societies, and the levels in between the two that are interdependent. The community ecological system is composed of a macrosystem that houses overlapping levels of individuals, microsystems, organizations, and localities (see Figure 1 for a depiction of these levels in the Chicago context). The present study explores the Chicago Migrant Serving Ecosystem through evaluation at the individual, organization, and macrosystem levels. Individuals are key agents within this ecological system, as they are "nested within the other levels" (Jason et al., 2016, p. 19). In the context of the migrant-serving ecosystem, individuals here are migrants.

Organizations encompass individuals but are larger structures. Organizations are structured, formalized relationships with individual actors who serve different roles. Kloos et al.

(2012) characterize organizations as "forms of community"; they "affect who people associate with, what resources are available to them, and how they define and identify themselves" (p. 21). Organizations in this study are migrant-serving organizations, community advocacy coalitions focused on migration, religious agencies that provide migrant services, and schools serving migrant children.

These systems overlap and are influenced by macrosystems. Examples of macrosystems include media, societies, cultures, belief systems, and the federal government (Kloos et al., 2012). Though they are "distal" to individuals, macrosystems have "broad effects" to different agents within the ecosystem (Kloos et al., 2012, p. 19). They can influence the other levels through mass media, policy, legislation, funding, cultural practice, norms, and values. In this study, the federal government–which includes their legislation and policies, media, and current sociopolitical climate, are examples of macrosystems.

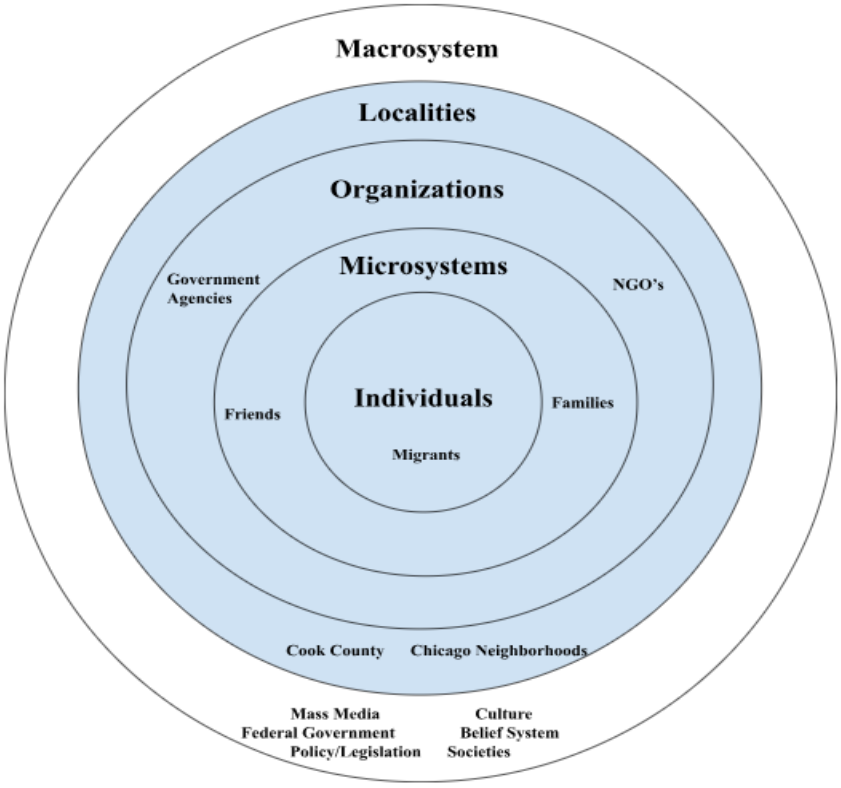
After identifying the stakeholders across the migrant serving ecosystem, we must then assess if the ecosystem is functioning well. In the context of migration, when ecosystems function successfully, they adequately meet migrant needs (Garkisch et al., 2017). Kelly's (1966) identification of the four principles of interdependence, cycling of resources, adaptation, and succession may be useful for characterizing the health of a functioning Chicago Migrant Serving Ecosystem. The present study's ecological framework will map how interdependent Chicago's Migrant Serving Ecosystem is and will assist in identifying factors that may positively or negatively influence its ability to function.

Examining the migration crisis through an ecological lens is imperative. This type of analysis will illustrate how issues like the migrant crisis and COVID-19 pandemic have cascading impacts on Chicago's Migrant Serving Ecosystem. Findings may inform intervention

practices at various levels to better support the ecosystem and serve migrants. Boenigk et al. (2020) outline research gaps on refugee service experiences and needs, some of which include the need for research to focus specifically on service needs of refugees across all service systems levels and transforming hostile refugee service systems to hospitable systems. Furthermore, through a systemic literature review, Garkisch et al. (2017) developed a conceptual framework to understand migration holistically and demonstrated how actors within the system (organizations and macrosystem agents) interact to serve migrants. However, as the authors note in their study, the conceptual model they put forth is only a preliminary understanding and does not "mirror the empirical reality" (Garkisch et al., 2017, p. 1867) of how agents across the system interact. This necessitates study to evaluate data without a "time lag" between migration events and scientific research (Garkisch et al., 2017, p. 1871). These gaps in the literature are addressed with the present study, which focuses on service organizations and their role in the migrant crisis, specifically in the migrant hub city of Chicago during and post COVID-19.

Figure 1

Modified (2012) Ecological Levels of Analysis for Community Psychology (Kloos, 2012)



Stakeholders across the Ecosystem

Individuals in the Ecosystem. In 2020, the United States accepted almost 12,000 refugees and 35,000 asylum seekers (DHS, 2020); in this study, they are categorized as migrants and make up individuals in the ecosystem. To understand the role of migrants, we must first understand their resettlement journey and how they interact with macrosystemic and organizational agents throughout their journey. Migrant resettlement includes three phases: the pre-migration, migration, and post-migration stages.

The pre-migration phase is triggered by factors within the macrosystem that cause a person to be displaced. These factors can include violence, destabilization, and inhumane conditions (WHO, 2020). Research has found refugees and asylum seekers commonly

experienced various forms of violence (e.g., torture, abuse), homelessness, forced separation, and lack of access to food and water (Carswell et al., 2011) during this phase. Refugees are often stationed in camps until their placement into a host country. Refugees are referred to host countries, like the U.S., by U.N. refugee agencies (Santana, 2024). Before their official referral, refugees endure a rigorous and lengthy application process. This phase involves interactions with macrosystemic agents such as government agencies who conduct screenings, multiple interviews, extensive security checks and medical examinations before refugees are formally recommended for entry (DHS, 2020; UN, 2021).

Upon approval, refugees are granted entry to the U.S., resettle, and have a path to citizenship (Santana, 2024), this is the migration phase. In recent years, views on refugee entry have been favorable in the U.S.; 72% of Americans see it as an "important goal" of U.S. immigration policy (Lipka, 2022). However, Pew Research Center found that Americans were more likely to favor the U.S. admitting Ukrainian refugees (69%) than Afghan refugees (56%) (Lipka, 2022). The discrepancy in what types of refugees Americans are willing to accept is notable. Community attitudes, a macrosystemic factor, may potentially impact behaviors towards specific migrants. In the U.K., more positive views on Ukrainian refugees compared to refugees from other countries have led to preferential treatment (Costello & Foster, 2022).

Individuals seeking asylum may do so through border crossing; once they enter, they can make an asylum claim that proceeds through the court, although this process is lengthy. Contrary to more favorable views on refugee admissions, Americans view asylees crossing the southern border more negatively. A Pew Research poll found that most Americans view the surge in border crossing as a problem and believe entry of these individuals is leading to more crime (Pew Research, 2024). The difference in reception to refugees and asylees is quite stark

and may be driven by how macrosystemic agents, like media and controversial public officials, frame rhetoric about refugees and asylees. In Chicago, a sanctuary city, residents banded together to help resettle Afghan refugees (Bowen, 2021; Pink, 2022). This was in response to media sources that discussed the evacuation of Afghan refugees, and the responsibility of the U.S. to resettle these individuals, in a positive light (e.g., Lopez, 2023). In contrast, media has referred to arrivals from the southern border as a "crisis" or a "surge" (Alvarez, 2022; Treyger & Culbertson, 2024) and city residents have been more opposed to the increase in number of asylum seekers (Gray & Terry, 2023). This response demonstrates how community attitudes may be influenced by macrosystemic factors and highlights how politicization of types of migrants impacts the entire migrant community.

Lastly, during the post-migration phase, migrants may struggle with adjustment. Acculturative stress, unstable living arrangements, and familial separation have all been associated with difficulty in resettling once in the host country (WHO, 2020). Compounding factors across the migration journey, e.g., exposure to and experience with violence, trauma, shifting status, acculturative stress, have led to migrants experiencing mental health issues such as PTSD and major depressive disorder (Carswell et al., 2011; Porter and Haslam, 2001). During the post-migration phase, service providers play essential roles in mitigating these negative outcomes. Service providers support migrants with direct and indirect services which include housing, employment, school enrollment, language classes, and access to medical and mental health services (DHS, 2020; Khalsa et al., 2020).

The process of migration involves all agents of the migrant-serving ecosystem and necessitates their collaboration for successful functioning (Boenigk et al., 2020). Destabilization across the globe, violence, safety issues, famine, and poverty trigger the rise in displaced

persons. These people seek refuge through migration. Their resettlement is guided by policies established through government and international law, who also allocate resources to service organizations for distribution. These service organizations are then responsible for guiding the resettlement process and meeting the needs of migrants, making them integral agents in the migrant-serving ecosystem.

Service Organizations. Historically, rapid population growth, specifically of minority populations (e.g., Asian and Hispanic) has necessitated the development of non-profit organizations that provide resources to meet the needs of these communities (Hung & Ong, 2012). Nonprofits can be composed of organizations such as religious, cultural, service, or public interest-based organizations. Within the migrant-serving ecosystem, these organizations are made up of individuals who have an interest in community work and want to volunteer or work. They collect, allocate, and distribute resources to community members in need. Resources can be given to these organizations from the government, other non-profits, or within the community (Hung, 2007). Whereas these organizations were first developed to provide supplemental resources to immigrants and aid in their settlement, these organizations now face overwhelming demands to meet basic needs as the migrant population rapidly increases.

The rapid influx of migrants, particularly in urban cities, has challenged local infrastructure and pressured administrators to find ways to address the emergent situation (Martin, 2011). Local governments are relying on volunteers and non-profit organizations to assist in meeting the needs of migrants as the crisis continues to worsen (Ali & Silva, 2022, 2022). Sanctuary cities like Chicago and New York have struggled to house and provide migrants with adequate resources (Ali & Silva, 2022; Foody et al., 2023). In the Chicago suburbs, the service safety net is strained as it struggles to support the growing immigrant

population (Roth et al., 2015). As key actors in the migrant serving ecosystem, it is imperative we understand how dependent other actors within the ecosystem are on service organizations. Enhancing our understanding will allow us to assess what factors challenge organizations' capacity and ability to serve clients and provide informed recommendations for interventions designed to best support these essential agents.

Role of Service Organizations. Migrant serving organizations are central to immigrants' resettlement journey. Their services can be key to migrants' orientation and adaptation in a new country as they carry many essential responsibilities (Coredero-Guzman, 2005). These organizations are often the first introduction migrants have to their host country. They help connect migrants to other organizations for additional resources and often find and recruit migrants to share resources (Coredero-Guzman, 2005).

A systematic literature review on migrant service organizations found that most organizations provide services that meet the basic needs of migrants, such as safety, humanitarian aid, wellbeing, health, and welfare services (Garkisch et al., 2017). Community-based organizations that provide services for migrant communities may provide direct or indirect services. Direct services can include legal aid, health services, translation and English learning services, housing, food, assistance with employment, benefit applications (e.g., health services, food stamps), culturally, youth and senior based programs (Hung, 2007; Roth et al., 2015). Organizations that take a culturally sensitive approach often design their programs and services to maintain the culture and traditions of their clients (Cordero-Guzman, 2005).

Indirect services can include connecting clients with resource organizations to aid in direct service provisions. Service organizations may also participate in important advocacy work for their clients and the migrant community. Organizations often advocate for social and

economic justice, education, health care, and housing of their clients (Cordero-Guzman, 2008; Hum, 2010). Examples of advocacy work include promotion of legislative policies, organizing (e.g., canvassing, protests, marches), and community building through public forums, and events (Cordero-Guzman, 2005; Garkisch et al., 2017, Hung, 2007). Through this work, they aim to gather the necessary resources to meet their clients' needs, as well as platform the voices of their clients.

Service organizations may also provide social capital to their clients as they share important information on services, resources, and connections to other service-based organizations (Cordero-Guzman, 2005). As liaisons between clients and government agencies and other communities or organizations, service organizations can also develop key collaborations and relationships between these entities (Cordero-Guzman, 2005).

Research has shown that different service organizations are often interrelated (Garkisch et al., 2017) and can function efficiently and successfully when organizations work collaboratively (Cordero-Guzman, 2008). Years of organized, collaborative efforts between immigrant serving organizations, advocacy coalitions, government agencies, and community organizers, led to marches and demonstrations for immigrant rights across the United States in 2006 (Cordero-Guzman, 2008). The mobilization effort and high turnout rate successfully demonstrated the effectiveness of collaboration. Alongside successful advocacy efforts, building partnerships and facilitating collaborations with organizations, collaboration has also shown to improve outreach and service delivery to their clients (Roth et al., 2015). A study on nonprofit social service organizations in the Chicago suburbs found that collaborating with local churches has helped to build trust with clients they are serving and has subsequently helped to improve access to services (Roth et al., 2015).

Nonprofit immigrant serving organizations are designed to provide either or both direct or indirect service to their migrant clients. When these organizations are serving to their capacity, they can provide or refer services that meet the basic needs of their clients. Through collaborative efforts and partnerships, these organizations can advocate for their clients, assist in their resettlement journeys, and ensure that their clients adjust to their new home country. However, if these organizations are unable to function due to external or internal factors, they may not be able to serve their clients, causing a disruption to the entire ecosystem and creating a hostile migrant serving system (Boenigk et al., 2020).

Issues across the Ecosystem

Organizational Level. Various research has found that nonprofits, specifically immigrant-serving organizations, struggle to meet the needs of their clients due to limited resources (Kavucku & Altintas, 2019). Funding remains a significant challenge for community-based organizations, where lack of finances can have an impact on the functioning and credibility of the organization (Cordero-Guzman, 2005) and affect ability to provide necessary cultural and linguistic programming (Roth et al., 2015). Research has shown that the inability to pay for bilingual employees has made it difficult to staff organizations with providers that are necessary to assist in service delivery to immigrants (Kavukcu & Altintas, 2019). For providers working in refugee and healthcare services in Malaysia, language barriers led to poor communication and served as a significant barrier in meeting the needs of their clients (Chuah et al., 2018).

Suburban organizations outside of Chicago identified housing, English language courses, and employment as needs for their clients, and reported difficulty with providing services that are culturally and linguistically appropriate for their clients (Roth et al., 2015). This research also

found that there is less availability of immigrant serving nonprofits in lower income neighborhoods, which also impacts the services they can provide for their clients (Roth et al., 2015).

Cultural competency has also been a challenge for some organizations. A systematic review of health care providers in refugee settings found that health care systems were not supporting their providers with enough training to offer more culturally appropriate services. This issue, alongside frequent issues with language access, has led to “frustration” from both service providers and their clients (Kavucku & Altintas, 2019, p. 190). The lack of training resources has also extended into outreach efforts. Without sufficient training, organizations are unable to support outreach programming for immigrants (Kavukcu & Altintas, 2019). The same study highlighted the need for time. Service providers were struggling to adequately meeting the needs of their clients as time spent with them is often rushed, complicated by the need for interpretive services (Kavukcu & Altintas, 2019).

Internal factors such as funding and insufficient resources have hindered the ability of service organizations to best meet their clients' needs, but external factors have also worsened their ability to function. Alongside macrosystem issues such as global destabilization that has contributed to the increase of displaced persons seeking refuge, unfavorable legal policy against immigration, and funding resources, other external factors that have strained service organizations are public health crises like COVID-19.

A survey conducted to gain immigrant serving organizations perspectives on COVID-19 found that over forty percent of the providers surveyed reported that the health crisis had impacted their organization's ability to function by “a great deal” (Bernstein et al., 2020, p. 15). Challenges posed by the crisis were identified as limited funding to meet their clients' increasing

needs and difficulty in reaching clients who don't have access to technology. The crisis exacerbated the needs of clients, with more calls for help, leading to increasing demands of service providers. The survey found that providers felt overwhelmed not only by the increased job demands, but also at the risk crisis brought (e.g., unpredictability and serving clients face-to-face). These issues have overwhelmed service providers and are reportedly affecting their mental health (Bernstein et al., 2020).

As needs increase and resources remain scarce, service providers are overwhelmed with the demands they face in their role. Social workers working with refugees and asylums have reported difficulty meeting their clients' housing, health, and other needs due to increased demands and limited time and training resources (Robinson, 2014). Service providers are often overworked and feel the need to put their clients' needs before their own, which can lead to deteriorating mental health (Khalsa et al., 2020). A scoping review on the working conditions and mental health and coping of staff who work with refugee and homeless persons found that high caseloads and their clients' suffering were considered common job demands for these service providers. The review highlighted studies that found higher caseloads led to service providers being overworked and concerned with the quality of service they were providing. These providers have reported symptoms of burnout and stress, some even experiencing vicarious trauma (Wirth et al., 2019). A systematic review of professionals and volunteers working with displaced persons also found these symptoms to be common with these service providers, citing a burnout rate of almost 30 percent and secondary trauma rate of 45 percent (Roberts et al., 2021).

Macrosystemic Issues. Components that make up macrosystem—agents (e.g., federal governments) and external factors (e.g., media, policies, cultural context—play a significant role

in the migrant serving ecosystem and are essential to ensuring the system is hospitable. In the United States, refugees and asylum seekers who enter through formal processes are entitled to aid from the State Departments Reception and Placement Program. For the first 90 days, these migrants are provided with funds for rent, food, and clothing (American Immigration Council, 2022). Through its Refugee Resettlement office, the Department of Health and Human Services provides necessary resources such as cash and medical assistance, access to language classes, employment training, and programs to support resettlement. U.S. policy allows for refugees to apply for permanent resident status and later for naturalization (American Immigration Council, 2022). The program functioning is largely reliant on funding from federal government agencies. At times, social sentiment around immigration and refugee policy may influence restriction of funding or program changes that may hinder program success.

Historically, the United States has had a fraught view on immigration. Reviewing sentiment around two mass immigration eras (1880-1924; 1970-1998), Jaret (1999) outlined public attitudes in both eras that include negative view on immigration due to economic anxiety and perceived job threat (e.g., wage stagnation, less job opportunities due to influx of immigrants). Similarly, Espenshade et al. (1996) found that economic anxiety has been tied to more negative view of immigration. Favorable attitudes towards certain racial/ethnic groups for immigration can be seen in more recent polling as the Pew Research Center found that though most Americans thought it was important for the United States to accept refugees, they were more favorable in accepting refugees from Ukraine (69%) than Afghanistan (56%) (Lipka, 2022). The recent surge of migrants crossing the southern border has only intensified the public discourse on U.S. immigration policy. A vast majority of Americans have reported feeling that

the government is doing a “bad job” of handling the crisis and many (22%) are worried the influx of migrants are going to put a strain on services (Pew Research Center, 2024).

Attitudes about immigration have had direct and indirect impact on U.S. immigration policies. Examples of policy implementations in response to anti-immigrant attitudes include the 1882 Chinese Exclusion Act, the first legislation banning immigration based on local attitudes that saw Chinese laborers as a threat to the workforce, and the Braccero Program (seasonal guest worker program) that allowed for immigrant farmers to work during World War II (Fussell, 2014).

Furthermore, strict immigration policies have put the well-being of immigrants at risk. Immigration reforms have led to lack of Medicaid coverage for migrants and immigrants have reported feeling concern with applying for coverage in fear of jeopardizing their status (Ellwood & Ku, 1998). Aggressive enforcement of immigration policies has also led to a chilling effect amongst immigrants. Research has found that hostile enforcement policies have made immigrants, specifically undocumented immigrants, wary of seeking medical care (Friedman & Venkataramani, 2021), and discussions around the public charge rule during the Trump administration led to less children being enrolled into safety-net programs (Barofsky et al., 2020). Confusion around the public charge rule was exacerbated by misinformation. Misinformation and negative attitudes around immigration are often a result of media framing, another macrosystemic component. Research on attitudes towards Syrian refugees found that participants who read news articles that characterized Syrian refugees as “economic” and “culturally beneficial” to the United States were favorable to accepting these refugees; in contrast, participants who read Syrian refugees were a security threat were unfavorable towards accepting these refugees (Liu, 2022).

Former President Trump was able to use anti-immigrant, refugee, and anti-Muslim rhetoric (Fritize, 2019) to solicit support from U.S. citizens who felt threatened by immigrants and wanted to "Make America Great Again." The former President influenced cultural and socio-economic viewpoints on illegal immigration, migrants as security concerns, economic anxiety, and the media to fan racial tensions and support his executive order to suspend the refugee program and institute a "Muslim Ban" (American Immigration Council, 2022). This directly led to the banning of citizens from seven Muslim countries, causing confusion for immigration officials. The ban also led to protests and criticism both domestically and aboard, reigniting a heated discussion about immigration. The executive order stifled the refugee program by adding new security procedures that lengthened the time for applications (American Immigration Council, 2022). This provides an example of how disruptions to one or more levels to the migrant serving ecosystem can have cascading impacts throughout the system leading to a hostile migrant system.

Instability in government policies has directly impact the number of refugee arrivals coming to the U.S. In 2021, President Trump cut the number of refugee admissions, setting a record low of less than 15,000 entries. In response, during his term, President Biden admitted more than 125,000, the most since 1992, and increased the number of resettlement sites by 150 across the U.S. (Santana, 2024). Within just a few years, number of refugees arriving fluctuated drastically, causing a chaotic situation for service providers who are tasked with resettling these vulnerable individuals (Santana, 2024), demonstrating again how policies have a ripple effect across the ecosystem.

Current Study

The present study seeks to understand how Chicago's Migrant Serving Ecosystem functions and what challenges and barriers threaten to disrupt the system and inhibit its ability to meet the needs of migrants. To the author's knowledge, research has not yet characterized Chicago's Migrant Serving Ecosystem or identified what makes the service system hospitable or hostile. Through a case study approach, informed by the Transformative Refugee Service Experience Framework, the study analyzes the perspectives of migrant serving organizations in Chicago during two overlapping crises: the migrant crisis and the COVID-19 pandemic.

Furthermore, this study uses an ecological lens to explore how key agents within and across the migrant serving ecosystem are connected and how the levels within the ecosystem are interdependent. For example, the bidirectional impact of the ecosystem can be demonstrated through Chicago and Texas's immigration policies. Chicago's sanctuary city status has prompted states like Texas, who have strict immigration policies and have tried to criminalize border crossing and jail migrants (Montoya, 2024), to send thousands of migrants to the city. This has worsened the migrant crisis at the local level in Chicago, causing strain on service organizations. In response, Chicago's government has used its legislative powers to fine states like Texas for sending migrants through buses. Issues at the macrolevel (mass violence and economic instability in home countries leading to more migrants crossing the southern border) directly impacted localities (Texas receiving an influx of migrants, using their legislative policies to send migrants to Chicago with no notice), which has trickled down to challenge organizations (organizations, who were unprepared due to short notice, having to provide scarce resources to new arrivals), thus impacting the ability to best serve migrants at the individual level.

Examination across ecosystemic levels can help identify how various factors can better or worsen the ecosystem and affect migrant services at the local level. Identifying organizational needs and issues alongside relationships between and across ecosystem levels may contribute to extant literature by enhancing our understanding of the role and importance of migrant serving organizations. These findings may inform interventions directed at specific ecosystem levels and influence policy and practice changes to promote supportive direct and indirect resources to the communities serving vulnerable populations.

This study takes a qualitative case study approach to gain an in-depth understanding of the ecosystem serving migrants from the perspectives of migrant serving organizations in Chicagoland (Chicago metropolitan area that includes, Chicago, surrounding suburbs, and some countries across northwest Indiana and Wisconsin). Case studies allow us "to explore an event or phenomenon in depth and in its natural context" (Crowe et al., 2011, p.1). They provide a contextual understanding of a setting (Kloos et al., 2012). Collective instrumental case studies allow researchers to gain insight into a specific issue and "advance understanding of the object of interest" (Hyett et al., 2014, p. 2) by studying multiple cases in unison. For this project, the phenomenon of interest is examining how Chicago area migrant service organizations function and what ecosystemic factors ease or hinder their ability to meet the needs of their clients.

Through open-ended questions across a series of focus group sessions, representatives from sixteen migrant serving organizations in the Chicagoland area were asked to share how their organization functions and to identify needs, barriers, and challenges they face. Multiple perspectives from organizations serving different migrant communities through varied service engagement will allow for a comprehensive understanding of what issues are generally

impacting these organizations and what differential challenges and needs each organization faces.

Research Questions

As the migrant crisis worsens and the service organization ecosystem in the Chicagoland area becomes increasingly burdened, it is imperative we enhance our understanding of how the ecosystem functions and what issues may disrupt its functionality. Thus, using archival data, the study will conduct secondary analysis of focus groups sessions with sixteen migrant serving organizations in the Chicagoland area to answer the following questions:

1. How does Chicago's Migrant Serving Ecosystem function?
2. What challenges and barriers threaten to disrupt the system and inhibit its ability to meet the needs of migrants?

To answer these questions, the following research objectives will be applied to the data:

1a. Characterize the Chicago's Migrant Serving Ecosystem by identifying who the agents are at every level of the ecosystem (macro, organizational, individual).

1b. Establish the roles these agents serve within the system.

1c. Assess how different entities within and across the levels of the ecosystem interact to serve migrants.

2. Identify what ecosystemic factors positively or negatively influence organizations' capacity to successfully serve migrants.

Method

Context of the Study

The present study uses archival data from an evaluation project examining assets and aspirations of community organizations serving migrants in the Chicagoland area.

Researcher's Positionality. As a second-generation Muslim, Indian American immigrant, I am deeply invested in research focused on the experiences of migrants and how communities can better support and meet migrant needs. I was born and raised in West Rogers Park, a multicultural and multiethnic neighborhood, home to Chicago's largest Southeast Asian population, Hasidic community, and a growing refugee population that includes Rohingyas and Afghans. The neighborhood also has a larger concentration of social services for new arrivals compared to many other neighborhoods in Chicago. Growing up, our family was dependent on social service programs to aid in our resettlement. This included after-school programs and ESL courses. I have first-hand experience witnessing how essential social service programs and organizations are to the integration of newcomers into the country. Though I have served as a volunteer in many of these programs and have anecdotal experience as to what barriers and challenges service organizations are facing, I have not evaluated issues faced by the migrant serving community using my scholarly expertise.

As part of the original research team for the DePaul Migration Collaborative (DMC), I facilitated one of the focus group discussions during the DMC Conference from which the current study derives its data. Through this process, I met with service providers and enhanced my understanding of their roles within the migrant serving ecosystem in the Chicagoland area. The present study enables me to re-examine the data our team collected, using different theoretical approaches and frameworks to fill research gaps in the literature on migrant service needs and enhance our understanding of how Chicago's Migrant Serving Ecosystem functions. Most importantly, this project offers me the opportunity to amplify the voices of migrant service providers who are lifelines for migrants.

Research Design

Recruitment

To build relationships with migrant service providers, the DMC Steering Committee invited community partners in the Chicagoland area to discuss their important work in the field of migration at the Inaugural Immigration Summit, "Strategies for a Migrant Planet." The DMC hosted these partners to ascertain how these organizations work in migrant communities in Chicago to support resettlement of migrants. To participate in discussion-based sessions, conference organizers used purposeful sampling to select organizations that serve migrant and refugee communities with indirect and direct services (e.g., legal aid, ESL courses, education services, case management, and direct assistance). These organizations serve large migrant populations in the Chicagoland area and their clientele are made up of documented and undocumented immigrants, DACA recipients, refugees, and asylum seekers. Most of these clients have migrated from Mexico, South America, Middle East, or Africa. Representatives from 38 organizations were invited to participate in the focus groups via email invitation. A $300 honorarium was given to each organization that participated in the focus group sessions (See Appendix C for email invitation).

The focus group sessions were 60-90 minutes in length and consisted of a three-part discussion on organizational assets, needs and collaboration aspirations. The first focus group session was held with four organizations on March 11, 2022, over Zoom. This focus group was 90 minutes long and served as a "pilot" for the DMC Summit. During the DMC Summit in April 2022, two in-person and two online focus groups over Zoom were held. This hybrid approach was taken to accommodate participants who were unable to attend the in-person sessions due to COVID-19 concerns. Focus group sizes ranged from of 4-9 organizational representatives

(*M*=5.80), with most of the participants attending the online group-based discussion (*n*=13) and were 60 minutes in length.

Sample

Twenty-nine participants, representing 16 organizations, participated in focus groups. Migrant serving organizations were asked to send two representatives, preferably in executive leader or program manager/coordinator roles (See Table 1 for sample demographics). To protect anonymity, demographic information related to race/ethnicity, age of participants and a list of participating organizations is not included. Table 1 provides information on organization characteristics such as experience, location, staff size and the role of representatives from the organizations. Organizations' experience, location, and staff size information were obtained from publicly available websites (e.g., official organization website or LinkedIn page) in January 2024 as participants were not directly asked this information during the focus group sessions. Therefore, data in Table 1 may not be current nor match organizations' characteristics at the time of data collection.

Table 1

Organization Characteristics

Organization Characteristics	**Distribution (Total *N*=16)**	
Organizational Experience	Founded Before 2000	11
	Founded After 2000	5
Organization Location	Chicago	10
	Greater Chicagoland	3
	Other	3
Staffing Size	10 or less	1
	11-50	9
	51-200	1
	201-500	2
	more than 500	1
Role of Organization Representative	Distribution (Total *N*=29)	
Director	Male	7
	Female	11
Legal Services	Male	0
	Female	5
Key Staff	Male	1
	Female	5

During discussion sessions, participants stated their job titles. For this study, job roles were categorized under *Director*, *Legal Services*, and *Key Staff* by the researcher. Director roles were applied to persons who self-identified as founders, CEO, presidents, or executive directors, Legal Services were applied to persons who discussed their role as related to legal aid. Key Staff were categorized as people who noted working in coordinator, translator, or managerial positions. Selective sampling of personnel in key roles has merit as previous research on community-based organization focusing on migrants has used this sampling of organization personnel (specifically those in leadership positions) to gain a nuanced understanding of their

organizations assets and issues impacting their organizations (e.g., Bernstein et al., 2020; Cordero-Guzman, 2005).

Procedure

Focus group interviewing was selected for data gathering as it allows for open and honest discussion, where participants can piggyback from each other's responses (Leung & Savitrhi, 2009). They also allow the researchers to use limited resources and time to focus on asking direct questions to assess the study's pertinent variables (Powell & Single, 1996). The focus group script and leading questions were designed by the co-faculty advisors and approved by the DMC Steering Committee. Questions were developed through an evaluation perspective to assess how organizations serve clients within refugee and migrant communities, challenges and needs of the organizations, and collaboration opportunities between the organizations and DePaul University (See Appendix D).

Before the discussion began, the facilitator asked for verbal permission from the participants to record the session. Participants were briefed on confidentiality; they were told that the recorded sessions would allow for a de-identified transcript of the session and identifiable material would be erased. Additionally, participants were reminded of the importance of ensuring confidentiality of the discussion and asked to remain respectful so that people felt comfortable sharing their thoughts and opinions. Upon verbal agreement and acknowledgement, the recording was started. Following the pilot focus group, researchers reviewed the session and transcript alongside facilitator notes to discuss any changes needed for the script and future focus group sessions.

The focus groups were conducted by four M.A. / Ph.D. psychology graduate students (including the study researcher) and one psychology Ph.D. faculty member (a dissertation

committee member for the present study) at DePaul University. All members of the research team had evaluation training and experience, and each led one focus group. Researchers took notes during their focus groups, and following their session, each researcher reviewed and cleaned their transcripts. To summarize insights on organizations assets and capacities and identifying points of possible collaboration with DePaul, preliminary themes and an executive summary of the focus group sessions were developed and presented as an evaluation report to the DMC steering committee and participating community members.

Institutional Review Board

This study did not meet the standards to qualify as human subject research, as organizations, not humans, were the subject of the research. Therefore, this study was not reviewed by the Institutional Review Board.

Analysis

Secondary data analysis was conducted for this case study using holistic analysis to address research questions presented in this study. A detailed description of the case (e.g., challenges facing Chicago's Migrant Serving Ecosystem) are reported in the Results section. This case, alongside reporting on characterizations of the migrant serving ecosystem were informed by participants' responses. A combination of the RADAR technique (Watkins, 2017) and systemic thematic analysis (Naeem et al., 2023) was utilized to analyze the qualitative data to ascertain key issues and themes across focus groups.

The RADaR (Rigorous and Accelerated Data Reduction) technique, developed by Watkins (2017), converts "raw textual data" into "manageable" data (p. 1). This method has been used as a qualitative approach in published literature (e.g., Dabelko-Schoeny et al., 2021; Goodwill et al., 2018; Gromatasky et al., 2022) and is appropriate for focus group data, smaller

data sets, and for projects such as dissertations (Varma et al., 2022l; Watkins, 2017). The RADAR technique requires the reduction of textual data, through an iterative process, leaving only relevant data appropriate for answering targeted research questions.

This technique utilized a step-by-step process. First, the researcher cleaned transcript data and formatted the data for uniformity. Once the transcripts were formatted, data were input into an all-inclusive data table. Familiarization with transcripts was achieved through multiple thorough readings of the all-inclusive data table, making notes of commonalities and differences throughout the data. Following a thorough read-through, research questions were developed and are presented in this study.

The next step in the process involved removing text from the all-inclusive data table that did not directly answer the research question to produce a concise data table. This iterative process was completed until all text that was not relevant to the overarching research question was deleted. The researcher used an open coding process to begin coding relevant data. Open coding informed the first development of a codebook for the dataset and a coding scheme. The researchers reviewed the first version with the dissertation co-chairs to assess saturation and the presence of overlapping codes, resulting in a second version of the codebook. This version of the codebook was then applied to the transcripts for another cycle of coding. The codebook again was reassessed for overlapping codes and another version of the codebook was created. This version of the codebook was used to apply focused codes to the data. These focused codes informed the construction of themes and highlighting of exemplary quotes that support the research question. After identifying preliminary themes, systematic thematic analysis (Naeem et al., 2023) was used to produce overarching themes and subthemes.

Systemic thematic analysis (Naeem et al., 2023) uses a six-step process to analyze qualitative data to develop a conceptual model. This method was chosen to allow for a holistic systems level approach. The analysis process involves: 1) familiarization of the data using transcripts; 2) selection of keywords; 3) coding; 4) theme development; 5) conceptualization using diagrams; and 6) development of conceptual models using existing theories. As the RADAR technique (Watkins, 2017) encompassed the first four steps of this process, the fifth and sixth steps were used to finalize the development of themes, conceptualization, and the development of a conceptual model. After reviewing emerging themes and recognizing patterns in the qualitative data, the researcher conceptualized the data using an ecological model. This model (Figure 3) was developed using ecological theory on community relationships (Kloos et al., 2012) and depicted using adapted versions of Bronfenbrenner's ecological model (1979) and Block et al. (2022) socio-ecological model.

Quality and Trustworthiness

Lincoln and Guba's (1985) established criteria for quality and trustworthiness were applied to the present study. The criteria include four standards for trustworthiness of qualitative data: credibility, transferability, dependability, and confirmability. The purpose of credibility is to establish "confidence and truth" of the findings (Lincoln and Guba, 1985). Credibility standards are met through prolonged engagement with the phenomena of interest, persistent observation, triangulation, peer debriefing, and member-checking. Transferability standards require demonstrating the findings may be applicable or transferable in other contexts. This criterion is met through "thick descriptions," or detailed descriptions of the methods and the phenomenon. Dependability criteria and confirmability are established through audit trails and an external auditor (Lincoln and Guba, 1985). Audit trails are detailed and transparent records of the

research methods from the project's inception to completion. These can include raw data, process notes and data reduction summaries (Lincoln and Guba, 1985). External auditors are researchers not involved in the research study who evaluate if findings are appropriate and supported by the data (Lincoln and Guba, 1985).

Two of the criteria were met through the RADAR Technique process. The technique meets credibility standards through its first step which requires immersion in the data by way of reading and re-reading through transcripts. The researcher reviewed field notes of researchers who conducted focus groups. Also, as part of the data collection team, the researcher was involved in peer debriefing after data collection and met with community members to discuss preliminary themes first identified by the research team. This process meets the data triangulation and member checking process and establishes credibility. The researcher met regularly with the original study's PI (dissertation co-chair) to discuss the analysis process and review coding and development of themes. The original study's PI and other dissertation co-chair were involved in reviewing the data and final conceptual model. Throughout the data collection process and analysis, the researcher kept all documents and notes to produce an audit trail.

Finally, to ensure dependability and credibility, one-third of the data were externally audited by a graduate research assistant who was not connected to the project and had experience as an external auditor. This process involved the graduate research assistant reviewing the audit materials, which included transcripts, field notes, all versions of the codebook; meeting with the researcher to review the final version of the codebook; coding excerpts from transcripts using the codebook; and reviewing the final themes. The auditor's suggestions were incorporated and are reflected in the final themes and conceptual model presented in the results section.

Results

To address the first research aim, understanding how Chicago's Migrant Serving Ecosystem functions, data were analyzed to identify agents and their roles at every level of the ecosystem (macrosystem, organization, individual). Through analysis, the researcher established how Chicago's Migrant Serving Ecosystem functions as a system to meet migrant client needs. The ecosystem consists of three overlapping levels: the macrosystemic level, the organizational level, and the individual level. Findings are presented below and are visually depicted in Figure 2.

How does Chicago's Migrant Serving Ecosystem Function?

Individual Level

This level in the migrant serving ecosystem was composed of individuals, or in this study, migrants. In response to the question, "Who do you work with?", many of the organizations discussed servicing various types of migrants which include, but are not limited to, "immigrants," "refugees," "asylum seekers," "DACA recipients," and "undocumented" persons. Many of the organizations served large, racially diverse populations in and across the Chicagoland area. Some organizations reported serving migrant populations across the state of Illinois and surrounding neighboring states. It must be noted that organizational representatives did not specifically characterize other demographic characteristics of their migrant clients.

Migrants in Chicago's Migrant Serving Ecosystem were receivers of resources. These resources were tangible or intangible, provided by other entities within the ecosystem, to meet their needs. Some organization representatives also reported that former migrant clients serve as volunteers and official staff at the organization, designating them also as providers.

Organizational Level

At the organizational level of Chicago's Migrant Serving Ecosystem, key agents were migrant serving organizations and other various organizational entities that are tasked with meeting migrant needs through service provisions. Organizations were made up of service providers, paid staff, interns, and community members who may serve as volunteers. Additionally, former beneficiaries of the program, migrants, also served in various provider roles.

Most of the organizations self-described as non-profit migrant serving agencies that provide direct or indirect services to meet client needs. Representatives identified direct services as tangible resources or aid that directly meet client needs. Examples of direct services include: language services (translation services, ESL/Bilingual programming), case management (assistance in applying for benefit applications), legal aid, basic needs assistance, cultural programming, info-sessions on migrant related issues, mental health (MH) services, and service connection to other organizations. Indirect services were described as referrals for clients to other organizations for services and various policy and advocacy efforts related to migrant issues (e.g., housing, immigration reform).

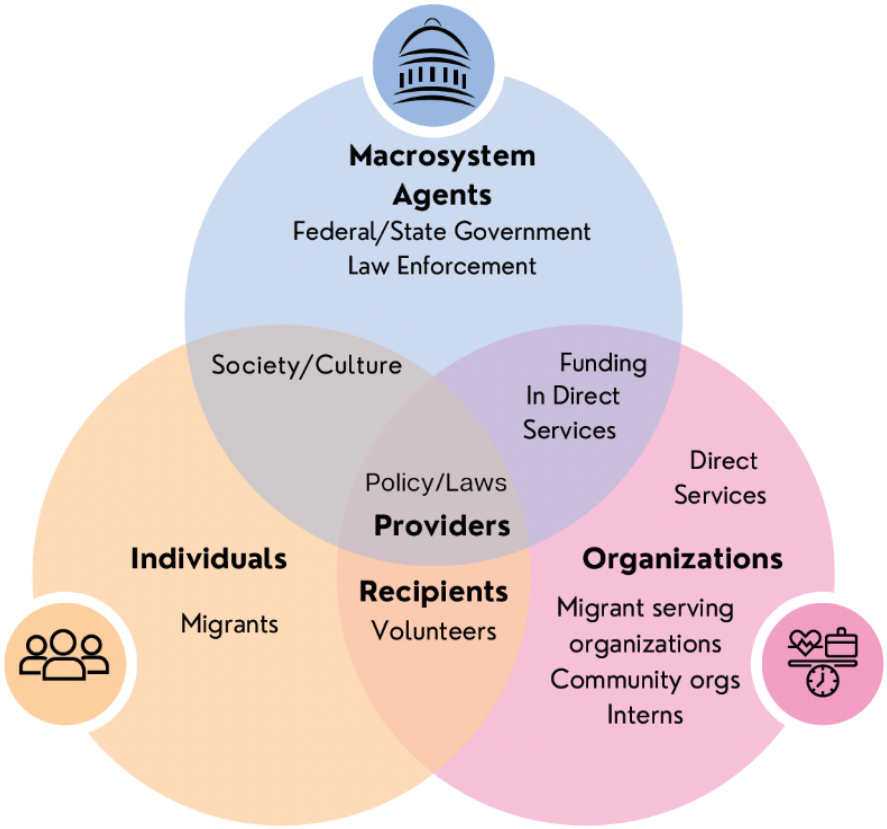
Other organizational entities characterized in Chicago's Migrant Serving Ecosystem were community organizations like hospitals and schools. Organizations were designated as providers in the ecosystem. Some representatives reported they received resources from other organizations, external funding, and support from macrosystemic agents. Therefore, organizations were also characterized as recipients in Chicago's Migrant Serving Ecosystem.

Macrosystemic Level

Agents identified at the macrosystemic level that played an essential role in Chicago's Migrant Serving Ecosystem include entities such as the federal government and their agencies (e.g., Department of Justice), local law enforcement, as well as environmental and political factors like the Chicago's welcoming policies, media, and societal/cultural beliefs and attitudes. These macrosystemic level entities had direct or indirect role in refugee service system experiences through their influence, establishment and enforcement of federal and local policy and legislation, funding streams, or influence of community attitudes on migrant related issues. Therefore, macrosystemic agents were characterized as providers within the ecosystem.

Figure 2

Stakeholders and their Roles in Chicago's Migrant Serving Ecosystem



How Do Different Entities Within and Across the Levels of the Ecosystem Interact to Serve Migrants?

When assessing how entities across the migrant serving ecosystem interact to serve migrants, two prominent themes arose: service connection and collaboration. In the ecosystem, to meet migrant needs, migrants needed to first be connected to migrant serving organizations. These connections happened through direct or indirect referrals from agents across the ecosystem. Second, migrant serving organizations collaborated with other system agents to ensure their clients were receiving and engaging in adequate services that meet their needs. The following section outlines how migrants were connected to services at each ecosystemic level accompanied with exemplary quotes. Interactions between these agents, and supporting quotes are also presented in Table 2.

Individual Level

Connection. Most organizations reported clients came to them for services through a direct referral from community members. These were referenced as “word of mouth” referrals. Friends, family, or other community members who had either received services themselves or had heard about the organization's ability to provide services advise migrants to go to the organization for services. Participants also discussed how these types of referrals exposed the organization's service to a larger population and helped expand their reach, which subsequently, grew their client base.

Collaboration. Organization representatives also discussed working with local community leaders and individuals interested in migrant issues to recruit and connect migrants to service organizations. Organizations partnered with local leaders and volunteers to engage in advocacy work and to keep the community informed on migrant issues (e.g., ICE raids,

information on government benefits, DACA renewals, ACA enrollment deadlines). They relied on volunteers for other service provision assistance and noted the importance of hiring from within the migrant community:

> Individuals know what's best for their family better than anybody else, and so really encompassing those principles and identifying those leaders within the community and... hiring, [individuals] who have been participants, and they volunteer for us, and then we eventually hire them right because they know the community the best.

Organizational Level

Connection. Clients were connected to migrant serving organizations for services through direct organization referrals and described how important it is to develop relationships with other organizations:

> [We] get referrals with local partnerships, but also local businesses. We are real intentional about you know connecting with our local small businesses. Whether that's a restaurant or a laundromat, or you know a record store, or you know something where we know that our families visit and attend and go to. We want to be partners there, local health clinics, etc. we get calls.

Representatives also described referring their current clients or potential clients seeking services they could provide to other organizations in the community that were better equipped to meet their needs.

Collaboration. Organizations reported collaborating with other migrant serving organizations and community facing organizations such as schools, clinics, libraries to meet migrant needs. For example, one organization representative stated, “We rely on each other. One, it's so interdependent between agency and agency. That’s our asset...one another. So when you

asked about...well it's, everyone in this room is my asset, like every, all the other agencies....” They also worked with universities to recruit law student interns to support their legal services staff, and student volunteers to help tutor in their education programming and assist in translation services. Organizations’ interdependence and collaborations were also demonstrated through their coalition building and partnerships for advocacy for migrant issues at the macrosystemic level (e.g., access to housing, benefits, immigration).

Macrosystemic Level

Connection. Organizations received client referrals from federal and state agencies which include the State Department, Department of Human Services, and local law enforcement. A common sentiment around direct referrals was how quickly organizations had to mobilize to gather resources for incoming arrivals: “The State Department like literally assigns us families and tells us this family will be coming in two weeks, and then we get to work trying to find housing and then help them find employment and all that.”

Collaboration. Partnerships developed with state agencies and law enforcement have also helped organizations get connected to resources needed to meet client needs.

Table 2

Service Interactions Across Ecosystemic Levels

Ecosystem Interaction	Service Connection	Service Collaboration	Exemplar Quote
Individual x Individual	"Word of Mouth", direct referrals from friends and family		Our family and friends talk to each other, and that really helps…for us to expand, but also for our outreach not to be as difficult.
Individual x Organization		Organizations partner with volunteers, community leaders and other service organizations to connect clients to services, keep them informed, and advocate for migrant issues	What one of the things that we do at the local level is we provide, we ensure that we're engaging with our participants directly, one on one, through whether it's the pair participant ambassador program, whether it's local parent or participant councils so that they are able to give us feedback and engage and provide. You know, ideas and support services and other programming that they might need that is not currently offered. So that is very important.
		Volunteers from the community assist organizations with service provisions	
Organization x Organization	Direct referrals from organizations	Organizations build partnerships with other service organizations to share resources and refer clients whose services they cannot meet.	We are [redacted] immigrant advocacy coalition...we engage in advocacy work at all levels of government, local, state and federal as a statewide organization. We are most focused on state level work, pushing state legislation with the general assembly or working the governor's office or state departments. We also we also do work with local leaders in various communities, including the Chicago suburbs and we coordinate advocacy efforts on the federal level with similar organizations across the country.
		Organizations recruit University students to serve as interns at the organization to assist in services	
		Organizations partner with local university law clinics for legal services training (e.g., DOJ accreditation)	
Organization x Macrosystem	Direct and indirect referrals from macrosystemic agents (e.g., federal/state government, law enforcement)	Partnerships with macrosystemic agents have helped clients receive resources	We're also very lucky... locally in the area that we...have representative[s], whether it's alderman or [at] the Federal level that are supportive of the work that we do and that we have created those relationships to able to also have their support with the different programs.

What Ecosystemic Factors Positively and Negatively Influence Organizations' Capacity to Successfully Serve Migrants?

Analyses revealed ecosystem factors influenced organizations' capacity to successfully serve migrants. Factors existed across different ecological levels. Whereas some factors contributed to an overall hospitable migrant serving ecosystem, other factors made the ecosystem hostile. Figure 3 serves as a conceptual model to represent factors that impact organizations capacity to serve migrants.

Positive Factors

When assessing what ecosystemic factors serve as assets to organizations, and therefore allow organizations to successfully service clients, four overarching themes emerged at various levels of the ecosystem. At the individual level, community relationships were identified as the general theme followed by sub themes of service reach, direct community engagement, organizational climate, reputation, and individuals as providers. At the organizational level, hospitable services were identified as the overarching theme. This theme encompassed three subthemes: culturally sensitive, trauma informed, and policy. At the macrosystemic level, the two main themes were adaptability and a hospitable climate. Adaptability had two key subthemes: organizations' ability to adapt during COVID-19, and the Migrant Crisis. A hospitable climate was the final overarching theme identified and served as a key factor influencing organizations' ability to serve clients. Themes and exemplar quotes are presented below. See Appendix A for a comprehensive list of subthemes, descriptors, and exemplar quotes.

Individual. At the individual level, it was essential that organizations fostered relationships with individuals. This served as a major asset for organizations to meet their clients' needs.

Community Relationships. Organizations that were able to build, nurture and maintain relationships with clients created an environment where recipients felt comfortable reaching out for services, engaging in service use, and recommending services to other migrants in need. These relationships were built and fostered through direct engagement, organizational climate, and organization reputation. Additionally, strong community relationships influenced the recipient-to-provider pipeline.

The recipient-to-provider pipeline was identified as key asset of migrant service organizations. Many of the volunteers serving in organizations were former recipients of the organization's services. Organizations that had built trusting relationships with clients and had served clients well were able to retain clients; in turn, these clients wanted to give back to the program and serve as service providers at the organizations to aid their community members. One organization described how participants in the programs can serve as valuable resources to other migrants in need:

> 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.

Organization Level.

Hospitable Services. Through the focus group data, it became apparent that hospitable services were assets to the organization. These are services designed to be culturally sensitive

and trauma informed. Furthermore, organizations noted policy and advocacy efforts, often through coalition building and partnerships with others (volunteers, local community leaders, other non-profit migrant serving organizations) served as an asset to ensuring they were addressing systemic issues that impact migrant needs. One organization shared about their advocacy efforts, "we push a lot for policies that impact immigrant and refugees, [we] are making sure that policies are implemented that are making changes in our community".

Macro Level.

Adaptability. Representatives discussed how their organization were able to adapt and tailor services/programming when faced with external or internal factors that cause service disruption. This was particularly important to maintain hospitability during two public health crises, COVID-19 and the growing migrant crisis:

> During COVID we pivoted in so many different ways. [We] were never... a hub for food and for emergency supplies, but we became that and it allowed us to really then connect with our services right, we have the privilege and honor of giving food, but here are other services that we can provide, and we continue to do that today.

Climate. Additionally, representatives emphasized the importance of their organizations existing in a "welcoming" environment that was favorable to migrants. Local and state policies allowed migrants to feel comfortable engaging in services, The environment also allowed service organizations to create a community and network of providers to meet migrant needs. One organization shared:

> ...The community... the ecosystem...the people in this forum...make Illinois a safer space in the federal system like...We make this state more friendly....We are the ones that

moved to have ICE contracts abolished, we are the ones that are moving to have funding come in through the States.

Negative Factors

When analyzing the data to identify ecosystemic factors that negatively influence organization's ability to serve migrants, the researcher examined the discussion around needs and challenges facing migrant serving organizations. Throughout this discussion, organization representatives discussed how various factors had impacted their system functioning. Five overarching themes emerged across the organization and macrosystemic levels of Chicago's Migrant Serving Ecosystem. At the organization level, participants discussed issues around capacity and inhospitality of services. At the macrosystemic level, public health crises, the climate, and systemic government issues arose as prominent themes.

Organizational Level. Participants discussed their needs and challenges they have faced when providing services to their clients. These issues directly impacted on their organization's hospitability and hindered their ability to successfully serve migrant clients. Overarching themes and exemplary quotes are identified below. Detailed subthemes, descriptors, and exemplary quotes are presented in Appendix D.

Capacity. Organizations, lack of financial resources impacted their ability to staff and provide hospitable services. For example, one organizational representative said, "...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." Organizations were unable to adequately train staff, retain employees, and struggled with finding volunteers from the community to assist in service provisions.

Organizational capacity also had an impact on service providers' health and wellbeing. Service providers struggling with overwhelming job demands due to inhospitable staffing structures and increase in workload experienced burnout. The nature of the work also had a significant impact on employees. One participant shared how their employees experience vicarious trauma:

> The work that we do is so profoundly important but it's also carries on a lot of vicarious trauma... so acknowledging that it takes a special kind of person, but it also requires a lot of investments to retain the healthiness of a person who works... in these conditions...so acknowledging that there is this vicarious trauma, to recognize self-care, and all of the things that [are impacted] when budgets are cut or removed.

Inhospitable Services. Representatives discussed what challenges have impacted their ability to provide adequate services and what service needs they have. Themes that emerged throughout the focus groups include service awareness and resource scarcity. Organizations discussed the lack of awareness of what services other organizations were providing; this hindered their ability to refer clients out for services and limited them from participating in collaboration to coalesce resources and partner with other migrant serving organizations. There was also discussion on resource scarcity. Financial and physical constraints led to organizations' inability to provide services, including wraparound services that meet the language, legal, and mental health needs of their clients. Some organizations' spaces were too small for staff to work comfortably and service clients. Others describe how resource scarcity has led organizations to "compete" for these finite resources:

> It's so systemic to fix ...Why do we have to organizationally compete? It's not helpful to make it a competitive capitalist system of valuation of these services. Or we need to put

more resources in money here because it's more valuable. However, we measure this, whether it's impact or all of these other things, but that's again where I find the technical differences as being so frustrating and so systemic. Because why are we all competing for funding?....We all have to be in competition for volunteers and funding and personal donors and support, it's hurting us more than helping us....We shouldn't be in competition for being able to help other human beings.

Macrosystemic Level.

Public Health Crises. At the macrosystemic level, organizations discussed how public health crises contributed to overwhelming and evolving client needs they were not equipped to address. Organizations struggled to expand programming with limited and scarce resources to accommodate COVID-19 restrictions. A participant discussed how COVID-19 put a strain on staff and available resources:

> This is true across the nonprofit sector, the workforce in general has been a challenge, and that was highly exacerbated by the COVID pandemic. And so being able to maintain staff, and recognizing that you know these positions and the funding which funds these positions is not always in line with what staff really should be paid, right? And so I think that is the critical piece that has been compounded by the last two years.

Organizations were also put in challenging positions when faced with a rapid influx of new arrivals who they are unprepared to serve due to a lack of diverse resources.

> What is concerning me right now is that there is a tsunami coming on immigration services. I mean we're already there, the tsunami is here [laughs]. You know, there is a lot of people looking for asylum assistance.

Climate. Themes regarding hostility of the political and societal climate emerged. Participants discussed the repercussions of a heated political climate which stoked fear, resulted in misinformation, and led migrant clients to be afraid to seek and engage in necessary services. Community attitudes were also a significant theme that emerged. Organizations discussed how community attitudes on migrants, specifically refugees, had a broader impact on perception of migrants, funding, and policy. Representatives provided examples on the community's rapid shifting focus and attention on what migrants they recognize as more in need of services. This has prompted resource shifting from migrant groups to others and has then influenced governmental policies. An organization described this phenomenon as "shiny objects":

> The news is a barrier... like the shiny objects....We have 70 cases on our pro bono list. Some of them have been sitting there for a year, two years. The Afghan crisis came, everybody wanted to help the Afghans, and then, about a month later, the Ukrainian situation came, and we just are focusing in Ukraine and so everybody wants to do this but they won't take the 70 cases that are still on the list. The pro bono attorneys want short-term one-day in and out easy cases...How do we manage?

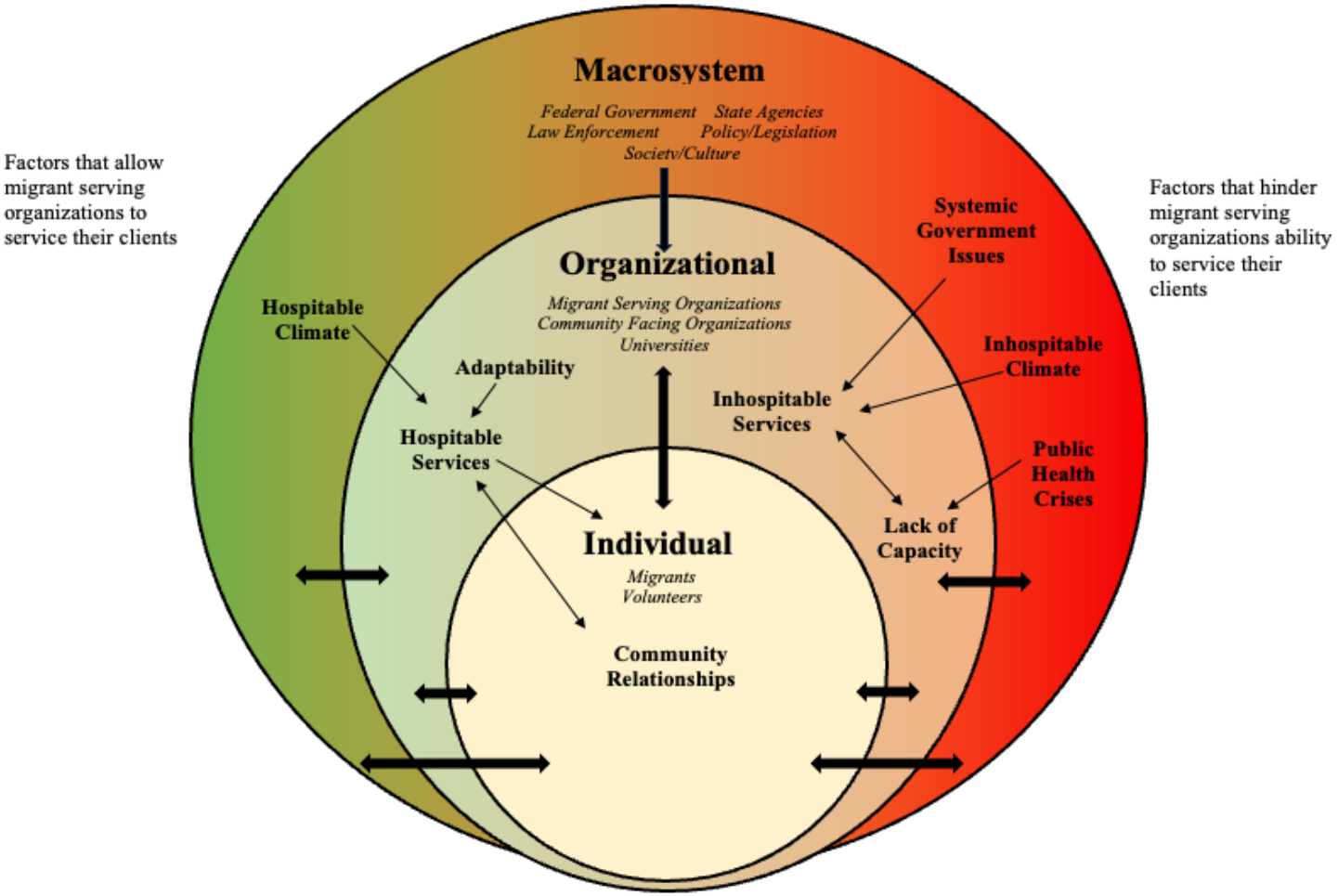
Systemic Government Issues. Various themes on systemic government issues arose throughout the focus group sessions. Participants discussed their struggle with meeting clients' needs due to restrictive administrative policies that limit what services migrants are eligible for. Government red tape was also a major subtheme; participants reflected on how governmental policies have created challenges in meeting migrants needs. Changing policies has also impact service providers. One participant reflected on how the governments shift focus and resources to different migrants and the larger impact that has on the migrant community:

> We've had five Afghans come to [us] and while we're happy to welcome them, they're getting…placed on the priority list and so they're getting benefits and fingerprinting biometrics, all of that there. They've been pushed to the head of the list because they were brought here by the US Government.

Many of the organizations also struggled to communicate with asylee clients in detention due to restrictive policies. Service providers struggled with completing overwhelming paperwork for their clients and suffered due to procedures. Finally, participants discussed how hostile administrations made it difficult to provide services**.**

Figure 3.

Chicago's Migrant Serving Ecosystem



Note: Chicago's Migrant Serving Ecosystem, as depicted in Figure 3, is influenced by time and context, including positive and negative factors that may coexist and impact the ability to serve migrants. The thick bidirectional arrows portray the interactions across different ecosystemic levels.

Discussion

Service research in the context of the global migrant crisis is lacking (Nasr & Fisk, 2019). Guided by the Refugee Service Experience Transformation Framework and the Ecological Framework for examining communities, this is the first study to characterize Chicago's Migrant Serving Ecosystem and examine how it functions to meet migrant needs. Findings support extant literature that illustrates the interrelatedness and interdependence among different levels of the ecosystem, from macrosystemic factors such as governmental policy, to service organizations to individuals who are both recipients and providers of migrant services (Garkisch et al., 2017) during two public health crises—the COVID-19 pandemic and a growing influx of migrants to Chicago.

Although previous research has explored how service providers in Chicago's suburbs serve immigrant clients, and what hinders their ability to meet clients' needs (Roth et al., 2015), the present study is unique in that it analyzes Chicago's Migrant Serving Ecosystem, holistically across different levels of the ecosystem, to assess factors that positively or negatively influence its ability to function. This is important as migrants do not live in a vacuum and their interactions with migrant serving organizations cannot be evaluated in isolation, especially without acknowledging the role of ecosystemic factors like societal and political climate that have broad effects on other agents across the ecosystem (Kloos et al., 2012).

Chicago's Migrant Serving Ecosystem (see Figure 3) can be thought of as a dynamic ecosystem where stakeholders interact across ecological levels. Consistent with published research on migrant services, this study found that organizations provide direct and indirect services (Hung & Ong, 2012; Roth et al., 2015), with the help of volunteers in the community (J Hung, 2007; Janzen, 2020), other community facing organizations (Lugosi et al., 2022), and

macrosystemic agents (Hung, 2007). Organizations' ability to provide effective and sufficient services are enhanced by building relationships within community members, their emphasis on cultural responsible programming and trauma informed care, and their existence in migrant-friendly environments like Chicago specifically and Illinois more broadly. This demonstrates how reliant service organizations are on other agents across the ecosystem and how interdependent the ecosystem is.

Ecosystemic Factors that Sustain the Ecosystem: Interdependency, Resource Cycling, and Adaptation

The current study's findings highlight interdependency of every level of the ecosystem through service connection and collaboration to meet migrant needs. Through referrals, connections are made between migrants and others in their community and with organizations who can serve them (Doble & Lindgreen, 2011). "Word of mouth" referrals are strengthened when organizations' have a reputation for being trusted and reliable. Across the organization level, migrant serving organizations collaborate with other organizations to refer clients for services (Lugosi et al., 2022; Mette et al., 2020) and macrosystemic agents connect organizations to clients through direct referrals, illustrating a pattern of communication and cross-system linking.

Furthermore, results indicate that cross-level collaboration is key to ensure migrants service needs are met. At the individual level, organizations collaborated with individuals through community events to conduct outreach and awareness of services. Many of these outreach efforts were in collaboration with volunteers who are essential to linking the individual and organization level in the Chicago Migrant Serving Ecosystem.

This study also shows that volunteers are valuable resources in the migrant serving ecosystem. Volunteers from the community, specifically those with migrant backgrounds, help support organizations' services such as translation, client intakes, and staff support (Hung, 2007; Janzen, 2020). Volunteers have valuable insight into issues within the community, specifically, relating to migrants. Hiring from within the community is important for promoting cultural competence (Delphin-Rittmon et al., 2012), respecting cultural diversity, and allowing for migrants to give back to the community (Robinson, 2014). a feedback loop where former migrants in need of services become service providers for other migrants in need. This process allows systems to become sustainable and self-adaptive (Brun et al., 2009), key components of successful ecosystems (Wielkiewicz et al., 2005) and of what Boenigk and colleagues (2020) refer to as "hospitable" systems. Additionally, these actors are natural resources identified, supported, and utilized within the ecosystem, demonstrating how cycling of resources, an ecological principle for examining ecosystems (Kelly, 1969), is essential for system functioning.

Results show that across the organization level, migrant serving organizations collaborated with other organizations for outreach and advocacy efforts on service awareness and migrant related issues (Cordero-Guzman, 2008). Partnerships and relationships built with other migrant serving organizations in their network is essential (e.g., Janzen et al., 2020). Service providers leveraged the relationships they had built with other organizations to share resources, demonstrating the importance of cycling of resources to ensure migrant needs are met.

Findings on how Chicago's Migrant Serving Ecosystem successfully functions reveal that organizations existing in a "hospitable climate" influence their ability to meet client needs (Janzen, 2022; Lugosi et al., 2020). Participants in this study discussed how living in Chicago, a city that has a welcoming ordinance, and Illinois, a state with a history of accepting migrants,

have helped introduce organizations to migrants looking for services and has allowed there to be a vast network of providers offering various services.

Organizations' ability to offer culturally sensitive programming and trauma informed care are key assets. Boenigk and colleagues (2020) refer to a refugee service system as "hospitable" when the resources directly meet client needs. For migrants, who are of a vulnerable population and have experienced trauma, various mental health issues (Porter & Haslam, 2001) and acculturative stress (WHO, 2020), it is vital services offered to them during their resettlement journey address these concerns.

Adaptation of services to meet migrant needs when faced with external stressors is key to system functioning and for the system to remain hospitable. Data were collected in Spring 2022, when the U.S. still had an emergency declaration for the COVID-19 pandemic and as refugees from Afghanistan and Ukraine were resettling in the country and new arrivals from the southern border were continuously coming. In response to an influx of migrants during a public health crisis that restricted how service organizations were able to conduct operations, many of the organizations in our study demonstrated adaptability. As an example, the influx of migrants from new host countries prompted migrant serving organizations in Chicago to diversify their language programming and hire legal aid that specializes in asylum claims.

Current findings show adaptability in response to COVID-19. Consistent with other research, the current study's participants discussed tailoring services to shift to online platforms, expanding outreach efforts to ensure clients are up-to-date with information, designing new services to meet evolving client needs, increasing supportive measures to distribute food and basic goods, assist clients in applying for unemployment assistance and scheduling vaccines (Lugosi et al., 2022). This finding is in-line with published literature that has highlighted the

importance of collaboration between stakeholders to meet the needs of vulnerable clients. Raeymaeckers and Puyvelde's (2021) study analyzing the roles of nonprofit advocacy coalitions during COVID-19 found that collaboration between social workers and nonprofit members led to creation and tailoring of services to meet needs of vulnerable groups. These stakeholders directly and indirectly advocated for their clients, innovated their service reach, and crowdfunded for material aid.

Migrant serving organizations' ability to adapt when faced with stressors, alongside their interdependency on agents across the ecosystem to ensure service needs are met, demonstrate how resilient organizations and the ecosystem can be. When systems are adaptive and have adequate, robust, and immediate resources, the system can withstand stressors to avoid dysfunction (Norris et al., 2008). Chicago's Migrant Serving Ecosystem maintains its functionality through its interdependency, resource cycling, and adaptative capabilities, which was key to ensuring migrant needs are met, regardless of stressors that threaten a system collapse.

Stressors to Chicago's Migrant Serving Ecosystem

Much of the published literature on migrant serving organizations discusses challenges they face as service providers (Bernstein et al., 2020; Kavukcu & Altintas; Roth et al., 2015, 2019). This study further illuminates how organizational capacity and inhospitable services serve as key factors that negatively influence organizations' ability to meet migrant needs. Our findings suggest that due to various funding issues and strain, organizations are unable to maintain appropriate staffing structures. Organizations do not have the time or monetary resources to fund training programming (Kavukcu & Altintas, 2019; Robinson, 2014;). Consistent with previous literature on service providers for refugees and individuals

experiencing homelessness (et al., 2019), findings point to organizations' struggle to recruit former participants of the program to serve as providers and to retain staff due to inadequate pay and benefits.

In congruence with published research (Kavukcu & Altintas, 2019; Robinson, 2014; Wirth et al., 2019), I found that overwhelming job demands exacerbated by resource constraints negative impact employee well-being. Furthermore, burnout is associated with staff turnover and service providers leaving the field of migration service provision (Llyod et al., 2002). The nature of migration work also leads service providers to experience vicarious trauma (Roberts et al., 2021; Wirth et al., 2019) and impacts service providers' mental health (Bernstein et al., 2020; Khalsa et al., 2020). This study highlights the need for mental health resources for both clients and migrant service providers.

Various service-related issues have also impacted Chicago's Migrant Serving Ecosystem, rendering the system to be inhospitable. Organizations' limited understanding of what other organizations offer and how they can connect with them to participate in sharing resources directly impacts interdependency and cycling of resources. Resource scarcity, such as organizations having difficulty providing wraparound services hinder the provision of hospitable services (Kavukcu and Altintas, 2019; Roth et al., 2015). Organizations discussed feeling like they were competing for finite resources which was exacerbated during the pandemic. Service providers were overwhelmed with increased job demands, and the lack of funding had challenged their ability to meet client needs. With limited resources, organizations were either unable to offer services or had to compete with other service providers to gain access to these resources. Without resources that are robust, systems become more vulnerable to stressors, resulting in dysfunction (Norris et al., 2008).

When looking at stressors, the sociopolitical climate serves as a challenge to the migrant serving ecosystem. Though macrosystems are distal to migrants, they have broad effects that impact all agents throughout the ecosystem. Heated political climate, negative rhetoric on immigration, confusing information, and rapid policy changes stoke fear in clients, resulting in mistrust and left organizations struggling to combat misinformation. This is concerning as research indicates these issues erode asylum seekers' trust in government and aid organizations (Carlson et al; 2018). Distrust has led to asylum seekers' putting more trust into smugglers, and social media accounts to obtain, often inaccurate, information (Carlson et al., 2018; Komendanatova et al., 2023). Battling misinformation is critical, especially considering migrants often rely on social media to obtain information. For example, Goldsmith and colleagues (2022) found that lack of official resources translated into native languages for migrants resulted in migrants relying on social media platforms to obtain information on COVID-19, which were rife with misinformation concerning the virus (Goldsmith et al., 2022).

Macrosystems influence through policy and legislation and promote ideologies through channels like mass media (Kloos et al., 2012). In the current study, organizations discussed how shifting community attitudes has had an impact on organizations and migrants. Societal beliefs, in this case, views on migrants, influence policy and funding. The characterization of how the media chooses which migrant communities are the "shiny objects" is particularly compelling, illustrating how positive media attention influences differential treatment across migrant communities—including perceptions that migrants from some countries move through the immigration process quicker, and community members diverting resources (e.g., monetary, physical support).

A report by the National Committee for Responsive Philanthropy (NCRP; 2022) supports the “shiny objects” phenomenon. In their report comparing foundation funding for migrant communities in movements over the last decade, NCRP highlight how foundations do not prioritize migrant justice as a part of their grantmaking when less media attention is on migrants. Furthermore, their data shows there has been slow increase (only from 1.3% to 1.8%) in foundation funding for immigrants and refugees in the last decade (NCRP, 2022). Grant funding peaked in 2018 in response to Trump’s election and his administration’s policies on migration, but saw a decrease in the years after, demonstrating the short-term reactionary aid with no plans for long-term funding (NCRP, 2022). Of note, NCRP (2022) acknowledges the lack of philanthropic funding for Muslim- and Middle Eastern-led migrant justice groups. This study’s finding on the “shiny objects” phenomenon can inform future empirical migrant service research to ascertain how shifting of focus and resources can have a ripple effect across migrant serving ecosystems.

Results show how challenging restrictive administrative policies, government red tape, and unfavorable legislation have caused a backlog in the migrant serving ecosystem and impacted Chicago’s migrant serving organizations’ ability to meet client needs. Negative factors such as rapid policy changes, can stress service providers (Robinson, 2014) and influence expose the vulnerability of migrant serving ecosystems. Vulnerability to a stressor (in this case, negative media) can have broader impact to the system through influencing community attitudes and straining organizational capacity, leading to migrants' needs being unmet. An ecosystem that is unable to withstand these stressors may collapse. Therefore, we must foster and maintain interconnections with stakeholders across the migrant serving ecosystem, equip individuals and

migrant serving ecosystems with hospitable resources that are adaptable, and cultivate a hospitable climate to ensure the system is resilient and functions to meet migrant needs.

Recommendations

To ensure the Chicago Migrant Serving Ecosystem is hospitable and functions in line with the four ecological principles of interdependence, cycling of resources, adaptation, and succession (Kelly, 1969), I offer recommendations informed by participants of this study and previous research on system functioning. The salient theme from this study is the interconnectedness of ecosystemic levels within the Migrant Serving Ecosystem, thus, recommendations offered must address the ecosystem holistically.

First, at the individual level, it is imperative we identify what services migrants need (Garkicsh et al., 2017). Stakeholders should form relationships with local community leaders and other organizations to help assess migrants' needs. When a comprehensive understanding of migrant's needs is gathered, this information should be shared with other migrant serving organizations, community facing organizations, and federal and state agents to inform what resources should be invested in and acquired.

Furthermore, there is a need to expand service awareness and enhance community engagement. The present study demonstrates the interconnectedness of Chicago's Migrant Serving Ecosystem, illuminating the importance of building relationships within the community, across the organization sector, and with macrosystem agents. Building relationships with individuals will help to expand service awareness and provisions, foster community relationships, influence the recipient to provider pipeline that will enhance organizations cultural competence, and support the feedback loop that is essential for migrant serving systems to function.

At the organization level, it is essential to equip organizations with robust resources that can help support the ecosystem in the face of stressors. Resources should directly meet clients' needs through services that are culturally sensitive, appropriate, and diverse. Resources should be hospitable, in that they are adaptable and can be maintained, shared, and exchanged through the ecosystem to meet clients' needs. Additionally, resources should be designed to ensure organizations can build capacity, retain and recruit staff, and tailor programming to meet client needs. Garkisch et al. (2017) note the difficulty in every organization having the capacity to meet all the needs of their clients to ensure the Migrant Service Ecosystem functions; thus, they suggest organizations provide "narrow service provision." That is, individual organizations should specialize in a type of service provision to coalesce scarce resources and give the responsibility to designated organizations rather than providing all organizations with sparce resources that may not fully meet the needs of clients.

At the macrosystemic level, macrosystem agents need to allocate more monetary resources to service organizations. Findings from the current study support extant research emphasizing the need for consistent funding to keep services and organizations running (Meinhard et al., 2016). Multi-year funding can alleviate some stress of service providers and allow for organizations to make long-term decisions on staffing and services. It is also important that organizations work with other actors across the ecosystem to engage in policy and advocacy for migrant-related issues and to combat misinformation and negative rhetoric (Garkisch et al., 2017). Systems can work with stakeholders to influence macrosystem through social advocacy (Kloos et al., 2012).

These recommendations are informed by the findings from the present case study using perspectives of migrant service organizations in the Chicagoland area during two public health

crises. Case studies offer a snapshot of a moment of time; therefore, factors that influenced Chicago's Migrant Serving Ecosystem during the spring of 2022, may be quite different five years post-study. It is also important to note that these findings are context-dependent (e.g., different localities, variability in local policies, differences in history with accepting migrants in the area); thus, the factors that influence a migrant serving ecosystem in Chicago will be different than another locale such as New York City. Therefore, recommendations may not be universally applicable. At the same time, findings and recommendations from this study may serve to inform how researchers can examine migrant serving ecosystems in other localities. Furthermore, future research may design studies using a systems science research approach to map interactions, adaptations, and changes due to potential disruptions in complex ecosystems (Luke & Stamatakis, 2012). This type of research can help further illuminate how systems react to environmental factors (Mabry et al., 2010) and inform intervention practices.

Proposing an Intervention

Findings from this study support literature that migrant service systems exist in ecosystems (Garkisch et al., 2017) with interdependent ecosystemic levels (Kloos et al., 2012) and systems that are hospitable meet migrant service needs (Boenigk et al., 2020). It demonstrates how systems function and what factors threaten the fragility of the system. It also highlights the need to examine service systems holistically and promote interventions that support all levels within the ecosystem.

A study by Janzen and colleagues (2022) discussed how Waterloo, Canada responded to a wave of incoming Syrian refugees through cross-system collaboration. The municipality formed an emergency response plan, the Waterloo Region Syrian Refugee Resettlement Preparedness Plan, to address the influx of migrants coming into the area. They formed this plan

in collaboration with various stakeholders across the system: local governments, migrant serving organizations, community facing organizations, leaders in the community, and the public who were interested in assisting Syrian refugees. Leaders designed a flexible system that would allow for resource collection to address migrant needs. Organizations were responsible for working with local leaders and other community-facing organizations to connect with migrants; collect, adapt, and distribute resources; communicate across the ecosystem to ensure all agents were informed; liaise with local governments acquire necessary resources; and make changes to existing policy that would allow for migrants needs to be met (e.g., allowing school enrollment for refugee children who did not have a permanent address). Local governments were also responsible for informing and engaging the public using news and other media so that there would be sustained interest in migrant issues and to encourage favorable views towards newcomers. The researchers used this intervention to highlight how the use of existing structures within the community adapted available resources to meet the needs of new arrivals. Collaboration with entities across the system emphasizes the importance of stakeholders working together to efficiently address the needs of migrants. This emergency preparedness can inform interventions targeted to address Chicago's migrant crisis.

Like the Waterloo Region Syrian Refugee Resettlement Preparedness Plan, any intervention that aims to address the migrant crisis in Chicago must incorporate cross-system collaboration. Organizations in the present study discussed the lack of awareness of services other organizations offered, making it difficult to connect their clients to other resources when they did not have them. This demonstrates the need for a system that identifies resources available for migrants (Finsterwalder, 2017) and connects migrants with migrant-serving organizations.

Research suggests that migrants are aware and connected to services through informal or uncoordinated efforts, and sometimes share outdated information (Schreieck et al., 2017). A service that coalesces resources and is designed to provide accurate and up-to-date information is ideal. This system may be an information technology platform (Schreieck et al., 2017). Schreieck et al. (2017) suggest communities' partner with local governments to create an information platform that gathers resources and information related to migrant needs. In Chicago's Migrant Serving Ecosystem, this may be an online interactive resource hub. This hub should have an asset map that identities local migrant serving organizations, information on the types of services they provide, and how to connect to them. Each individual migrant-serving organization's page should also have information for potential volunteers or employees.

The hub should be searchable so that interested parties may be able to search for specific information, e.g., specific language programming, cultural programming, faith-based services, and mental health resources. This database should also have information on upcoming community events, information on government-based programs, e.g., DACA renewals, ACA deadlines, and news on policy and legislation changes. The website should be available in multiple languages and should also have the option to contact a translator for translation services. Furthermore, a live agent should be available to assist with platform navigation.

This type of information platform can only be successful with the collaboration with all agents across the ecosystem. Assessment of migrant needs can inform what components are added to the platform to ensure it is user friendly. Organizations need to update their information regularly, and the local government should support the programming through monetary resources, infrastructure, and staff. Community leaders should partner with organizations to host info sessions on how to use the online platform. Local libraries, volunteer organizations, and

public schools should be trained on how to navigate the platform, then hold informational sessions for community members. Additionally, designated time and space for migrants who do not have access to computers to navigate the online platform in these community spaces are needed. Bringing awareness to the platform will be essential in connecting migrants and migrant serving organizations to services.

Limitations

Although this study contributes to literature by providing novel insights to the functioning of Chicago's Migrant Serving Ecosystem, it is appropriate to recognize several limitations. This study relies on the perspectives of service providers at the organization level of the migrant serving ecosystem. Self-reported information from organizations limits our understanding of perspectives from stakeholders to only one level of the ecosystem (Bernstein et al., 2020). For example, this study does not evaluate microsystemic (e.g., family, friends, neighbors) or at the locality level. Evaluating at these levels could inform how other community entities interact to serve migrants and how other localities like Texas or New York's socio-political climates can influence how their ecosystems impact migrants. Additionally, formal organizations made up this study's sample. Other more informal organizations (e.g., mutual aid, neighborhood organizations, groups that emerge from ethnic enclaves to provide resources to migrants) exist at the microsystemic level; their perspectives are missing from the current study and should be included in future studies.

Additionally, case studies have limited scope of transferability and generalizability (Kloos et al., 2012). This study captures a snapshot of how Chicago's Migrant Serving Ecosystem functions in two public health crises. The environmental context is continuously changing: different political administrations, rapidly changing policies, community attitudes, and

types of migrants seeking services are variable factors that will affect migrant serving ecosystems differently. Although this study's findings are limited in their transferability, our identification of what factors make organizations hospitable and in-hospitable can inform how future studies and researchers look at factors across the ecosystem and examine interactions that allow or inhibit migrant serving ecosystem functionality. Furthermore, this study offers a starting point for scholars interested in service research. Researchers seeking to enhance their understanding of migrant serving ecosystems may use this study to inform their approach.

Conclusion

The migrant crisis and the COVID-19 pandemic have overwhelmed migrant service providers globally. For migrant hub cities like Chicago, which has seen a rapid influx of new arrivals, these public health crises have burdened a fragile migrant serving ecosystem. Using the perspectives of Chicago migrant serving organizations, this study conceptualizes Chicago's Migrant Serving Ecosystem and identifies factors that make the service system hospitable and hostile. Findings suggest the ecosystem is composed of at least three ecological levels—individual, organization, and macrosystem. Stakeholders within the ecosystem interact to ensure migrant needs are met. Relationships between actors in the ecosystem are symbiotic, where various levels are interdependent and cross-system interaction and engagement is necessary for the ecosystem to function. Several factors across the ecosystem positively or negatively influence the functionality of the ecosystem. Chicago's Migrant Serving Ecosystem is hospitable when the system supports a feedback loop and inhospitable when the system is unable to adapt and maintain its sustainability. Findings from this study may be used to inform future research on migrant serving ecosystems and interventions that support hospitable system functioning.

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APPENDIX A: ***Ecosystemic Factors that Positively impact Organizations' Capacity to Successfully Serve Migrants***

Themes	Subthemes	Description	Exemplar Quote
Individual			
Community Relationships		These relationships foster a climate of mutual respect and positively impact migrant service experience.	
	Direct community engagement	Organizations directly engaged with the community for service awareness and distribution. This was done through outreach programming to promote services using technology (e.g., Facebook, Whatsapp) as well as hosting community events to gauge service needs. These events were often held in collaboration with other service providers to inform the community on relevant policy and issues related to migrants.	We also conduct focus groups in different languages. And we invite, we bring this focus groups directly to their communities and then we provide also interpretation for them during the focus groups, and we with this focus group we can have input from the the communities that we are working with.
	Organization Climate	Organizational climate was cultivated through relationship building, fostering a sense of community, promoting a “family” feel, of mutual love and respect between individuals. Organizations described the importance of humanizing and respecting their migrant clients.	Our beliefs that no human is disposable, and that everybody has the basic rights of housing, of making sure that they have enough food and enough income as well. You know, all of those things are led by the love that we have for one another within our community. So it's very shown in our policy work....and very integrated within each of our issue area.

	Reputation	Community engagement and history of service has built trusting relationships in the community and has contributed to the awareness of their services and direct impact on client recruitment, retention, and satisfaction.	Regarding our assets…I think is our reputation and we've been resettling refugees since the seventies… the services we offer…the staff is good, and also that relationships with the community…
Organization			
Hospitable Services		Services that are designed to be culturally sensitive and trauma informed were key to ensuring that migrant clients need area appropriately met. Additionally, organizations policy and advocacy efforts served as assets in meeting migrant needs.	
	Culturally Sensitive	Program services were culturally sensitive, appropriate, prioritized client needs, and take a client first approach.	[we] communicate as advocate[s]…we create opportunities for voices to be heard. We speak up on their behalf....So there's a lot of white savior-ism and savior-ism in general...in this...work, and so we have to be careful about [it].
	Trauma Informed	Services were structured with a trauma informed lens, service providers were trained in trauma informed practices	Part of the work that we do is ensuring that we are not just trained as trauma informed providers, but that everyone who touches our work is"
	Policy and Advocacy	Collaboration with non-profit migrant serving organizations and community facing organizations to advocate for clients on	we're …heavy in policy advocacy …all of the work that we do is in

		macrosystemic issues such as: immigration reform, access to housing, benefits, other govt assistance. This was done through partnerships and coalition building	partnership with all these organizations throughout the state…
Macrosystem			
Adaptability		Organization's ability to adapt when faced with internal and external factors. Representatives specifically discussed how they were able to adapt services during the COVID-19 pandemic and the migrant crisis.	…we're seeing a lot of asylum [seekers], [that need] a lot of TPS assistance, so we're able to provide that kind of assistance through... partnership
Climate		Organizations noted the benefits of existing in a "welcoming" environment that had favorable policies for migrants, allowed for network building and collaboration to meet migrant needs.	…here in Chicago… this is because of our reputations, because of the programs that we've built…we have solid community here… I can pick up the phone and call different service providers, I can pick up the phone and call big law firms, I can pick up the phone and... call the State…it is somewhat incestuous in terms of participants. But it is the community that I think is the asset. This is a multi-year long-term advocacy project that I think all of our organizations [contributed] to.

APPENDIX B: Ecosystemic Factors that Negatively Impact Organizations' Capacity to Successfully Serve Migrants

Themes	Subthemes	Description	Exemplar Quote
Organization			
Capacity		Constrained organizational capacity due to lack of financial resources and physical space contributed to inability to provide hospitable services, staffing, and had an impact on employee well-being	
	Funding	Lack of funding directly impacted organizations hospitability, contributing to issues around staffing and services:	"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? throughout time? That disconnect between the funding and the .. realities of inflation and job market pressures has been an issue…
	Inhospitable Staffing	Staffing issues have directly impacted service delivery and organizational climate, negatively influencing their ability to meet client needs.	
	Staff Training	Lack of time and available resources to train providers. Untrained or poorly trained staff had an impact on service delivery, client needs, and overall organization function	"...for people who start as a volunteer in the organization, I think, at some point it's really important to train or get assistance for training people in some maybe management programs…sometimes they are very good in the field but when they need to manage the program or lead the program, sometimes they encounter a lot of challenges...so, maybe a little bit of training in this area could be really beneficial for all the team"

	Recipient to Provider Pipeline	Need to recruit individuals from the community, especially those who have shared experiences with migrant clients to serve in provider roles (e.g., volunteers, interns)	We're trying to get people that have been with the organization as a client, as a worker, as volunteers. Because they already have the kind of commitment with the organization.
	Staff Shortage	Staffing shortages due to high turnover rates. This was associated with the organizations' inability to adequately pay staff and provide sufficient benefits.	"I think we are definitely seeing across our programs just in general, the great resignation…"
	Employee Health and Wellbeing	Nature of the work has impacted employees' mental, physical health and wellbeing. Employees also suffer through vicarious trauma as a result of exposure to work	The advocates that work within these structures could have perished internally during the previous administration....It was incredibly difficult to practice law, and to be a humanitarian during the recent years, and what that does to your soul. What that does your body? There are physical effects now that are coming out, and we need to recognize that sabbaticals are necessary....
	Job Demands	Overwhelming job demands, increased workload of staff due to evolving and growing client needs	
	Burnout	Trauma, overwhelming job demands and inadequate compensation and resources put a strain on employees, leading to burnout.	"I think that there is a lot of burnout amongst immigration attorneys and DOJs from the Trump administration, and we're still in the job market, seeing the ramifications that..."
Inhospitable Services		Inability to provide services due to lack of awareness and resource scarcity. Organizations discuss the need for wraparound services that include language/translation, legal, research, and mental health resources.	"Mental health care or therapy in that area of mental health care has been a big issue in our program and especially around access. It's an average of six month wait for pro bono mental health care services and we're dealing with individuals who are suffering extreme traumas and having difficulty sleeping at night...

Macrosystem			
Public Health Crisis		COVID-19 and growing migrant crisis overwhelmed service providers, organizations struggle to expand programming due to limited and scarce resources	...What is concerning me right now is that there is a tsunami coming on immigration services. I mean we're already there, the tsunami is here [laughs]. You know, there is a lot of people looking for asylum assistance"
Climate		Hostility of the political and societal climate stoked fear in clients, resulting in misinformation and led migrant clients to be afraid to seek and engage in necessary services. Community attitudes on migrants, specifically refugees, had a broader impact on perception of migrants, funding, and policy. Rapid shifting focus and attention on what migrants community recognize as more in need of services has prompted resource shifting from migrant groups to others and has then influenced governmental policies.	...public charge which scared the crap out of everybody, many, many folks in our communities We had to you know go on red alerts to say you know, no, no don't do not pull your kids out of All Kids do not disenroll from food stamps...It was just so much confusion.... during the previous administration those kinds of attacks that those new initiatives just kept coming, we needed to just keep going so far as trying to reassure the community or, for that matter, you know if there was a real threat if we did hear about you know enforcement action that was that was coming down the pike
Systemic Government Issues			
	Restrictive Administrative Policies	Restrictive government policies on what services migrants are eligible for and limitations concerning legal aid posed as barriers when serving clients.	"for legal service providers like there's only so much an attorney working pro bono can do for their clients. right? like they can do their best with representing them, but they can't fix the health care, the inability to access other resources."
	Government Red Tape	Constrained ability to meet client needs due to governmental policies outside of service	

		providers control. This includes long wait times for asylum claims, inability to community with clients who are in detention, overwhelming paperwork that is required to file for citizenship and asylum as well as difficulty in communicating with government agencies due to procedural issues.	
	Legislation	Policy changes and unfavorable laws for migrants' restrictive laws have made it difficult for organizations to communicate with clients in emergent situations and has constrained their ability to provide services. Participants struggled with this when dealing with hostile administrations.	

APPENDIX C: Conference Focus Group Invitation

DePaul
Migration
Collaborative

Conference Invite to Community Practitioners Email Copy

From: MIGRATION@DEPAUL.EDU
To:
CC: CTIRRES@DEPAUL.EDU; OGLANTSM@DEPAUL.EDU
BCC: MIGRATION@DEPAUL.EDU

SUBJECT: ***Insert Org. Name*** 04/29 DMC Conference Invite

DePaul
Migration
Collaborative

Greetings. In light of your longstanding and exemplary work with immigrants and/or refugees, we are writing to invite 2 individuals (ideally an *executive leader* and *program manager/coordinator*) from your organization to attend the DePaul Migration Collaborative's (DMC) Inaugural Immigration Summit "Strategies for a Migrant Planet" on Friday, April 29, 2022 and participate in a discussion-based session with other community practitioners.

As a new initiative at DePaul, we are trying to build our capacity to collaborate, so building relationships and learning more about organizations like yours will help to inform future efforts. *For your time and expertise, we would be able to offer each participant $300*. Please note that you do not need to prepare anything ahead of time as we are interested to learn more about your organization, your plans, and ways in which a university like ours might assist.

Finally, our community practitioner session is scheduled to take place from 12:00-1:20pm CST, but you are certainly invited to attend as much or as little of the conference as your time allows. If you are interested and available, please click here to register for the conference by Friday, April 15th and select "Community Practitioner" when prompted to choose a role.

If you have any questions, please feel free to reach out to Rubén Álvarez Silva at MIGRATION@DEPAUL.EDU or 312-362-6674 office.
Thank you for your daily work and consideration of this invitation, we hope to see you on April 29.

APPENDIX D: Conference Focus Group Protocol

DePaul
Migration
Collaborative

<u>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)</u>

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].*

<u>Confidentiality</u>: Over the course of the hour and 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't 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.