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ARE NON-PROFIT IMMIGRATION ORGANIZATIONS READY FOR A COMPREHENSIVE IMMIGRATION REFORM?

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ARE NON-PROFIT IMMIGRATION ORGANIZATIONS READY
FOR A COMPREHENSIVE IMMIGRATION REFORM?

A Project
Presented to the
Faculty of
California State University,
San Bernardino

In Partial Fulfillment
of the Requirements for the Degree
Master of Social Work

by
Sandra Lizeth Molina
Deserae Leanna Quezada
June 2014

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ABSTRACT

The purpose of this study was to explore whether non-profit immigration organizations are ready for a comprehensive immigration reform. Social workers need to recognize that a lack of readiness among non-profit immigration organizations for a comprehensive immigration reform will lead to a lack of required services for undocumented populations. The sample consisted of twelve religious and non-religiously affiliated non-profit immigration organizations. A qualitative research method was used to analyze the data.

The results of the study concluded that non-profit immigration organizations are not ready for a CIR. Although the organizations are not ready, several factors were found to affect their readiness for a comprehensive immigration reform. Factors that negatively contributed to their readiness included learned experiences with Deferred Action for Childhood Arrivals (DACA), directors' perceptions, and funding. Recommendations for better service delivery to undocumented populations include the recommendation that organizations reviewing their plans by addressing these factors.

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- Sandra Molina and Deserae Quezada

I give special thanks to my parents for setting the foundation, support, and inspiration which gave me the strength to embark on this difficult journey. Thank you Ricky for being understanding of our limited time and lending a listening ear to me during frustrating times. I also want to thank my siblings and extended family who supported me and encouraged me through this process. Lastly, I would like to thank my devoted partner because without her I would have been lost.

- Sandra Molina

Thank you to my parents for their constant encouragement to follow my dreams. You both gave me the love, courage, motivation and ability to achieve so much. I also want to thank my siblings and extended family for their constant support during this process. A special thank you to my son, you are

the reason to persevere past all challenges. Lastly, thank you to my partner for her dedication to this project. Thanks for not “divorcing” me.

- Deserae Quezada

DEDICATION

We would like to dedicate this research project to all the people who have fought and continue to fight for the rights of all immigrants.

A special dedication goes to all the immigrants who have the strength and resilience to fight for their rights to live a better life.

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CHAPTER ONE

INTRODUCTION

This chapter includes the problem statement, purpose of the study, and the significance of the project for social work. It provides an overview of the demographics of undocumented immigrants, current Border Security, Economic Opportunity, and Immigration Modernization Act of 2013 or a comprehensive immigration reform (CIR), and how a CIR will affect non-profit immigration organizations. It discusses how having an undocumented status can have an effect on the health of immigrants. Trust between undocumented immigrants and non-profit organizations will be explained. Further, an introduction to organizational readiness to change is discussed. Additionally, it is important to understand how the relationship between organizational readiness and staff well-being will directly affect the services the organization provides to immigrants. Lastly, the understanding of policy as it relates to organizational planning of non-profit immigration organizations is important to social work practice due to the impact it will have on our core beliefs of providing social justice to immigrants.

Problem Statement

Comprehensive immigration reform has been at the forefront of the political debate with the Border Security, Economic Opportunity, and Immigration Modernization Act of 2013. This bill, also known as a

comprehensive immigration reform (CIR), was introduced into legislation on April 16, 2013 by eight senators, Mr. Schumer, Mr. McCain, Mr. Durbin, Mr. Graham, Mr. Menendez, Mr. Rubio, Mr. Bennet, and Mr. Flake (S. 744--113th, 2013). On May 21, 2013 the Senate Judiciary Committee approved the comprehensive immigration reform for the Senate to review. Although it was stalled in congress, many are awaiting its approval. CIR is an overhaul from the Department of Homeland Security to address the following: border security, worksite enforcement, guest worker programs, improves the current immigration system and the naturalization process. The Border Security, Economic Opportunity, and Immigration Modernization Act of 2013 would allow undocumented immigrants to apply to adjust their status which could ultimately lead to citizenship for those already working in the United States and prevent new undocumented immigrants from working without a work permit. It would also create a committee to adapt the number of visas available in changing economic times, and implement programs to help immigrants adjust to life in the United States (Motomura, 2010).

The focus of this study was on the current immigration system and how the passing of a CIR will have an effect on non-profit immigration organizations. Non-profit organizations “are not existing or done for the purpose of making a profit” (Non-profit, 2013). Furthermore, Drucker asserts, “the non-profit institutions are human-change agents” (Drucker, 2010, p. xiv). According to the Instituto de los Mexicanos (2010), a purpose of non-profit

immigration organizations is to provide services to immigrants to improve their lifestyles and facilitate their integration into the American culture while working on maintaining their cultural roots (as cited in Amaya, 2011).

The changes associated with comprehensive immigration reform will affect many non-profit immigration organizations. There are a high number of undocumented immigrants currently living in the United States that may qualify under CIR and they are likely to seek service from these organizations. The term undocumented immigrants is defined as “all foreign born non-citizens who are not legal residents [of the United States]” (Hoefler, Rytina, & Baker, 2012, p. 2). According to Hoefler, Rytina, and Baker (2011), most undocumented immigrants “either entered the United States without inspection or were admitted temporarily and stayed past the date they were required to leave” (p. 1).

The Department of Homeland Security estimates there are 11.5 million unauthorized immigrants living in the United States as of January 2011. Out of the 11.5 million, 2,830,000 reside in California (Hoefler, Rytina, & Baker, 2012). It is estimated that 260,000 undocumented Californians live in the Inland Empire (San Bernardino and Riverside Counties), 387,000 in the Bay area, 332,000 in Central valley, 237,000 in Orange County, 900,000 in Los Angeles, 83,000 in Sacramento, and 180,000 in San Diego (Pastor & Marcelli, 2013).

In the Inland Empire (San Bernardino and Riverside Counties) the top five countries/Regions of origin of undocumented individuals are from Mexico

(82%), Central America (9%), Philippines (3%), Korea (1%), and South America (1%). In the Bay area (Alameda, Contra Costa, Marin, Napa, Santa Clara, San Mateo, and San Francisco Counties) the top five countries/Regions of origin of undocumented individuals are from Mexico (58%), Central America (12%), Philippines (6%), China (5%), and India (5%). In the Central Valley (Fresno, Kern, Kings, Madera, Merced, San Joaquin, Stanislaus, and Tulare Counties) the top five countries/Regions of origin of undocumented individuals were Mexico (88%), Central America (4%), India (3%), Philippines (2%), and South America (0.5%). The top five countries/regions of origin of undocumented immigrants in Orange County were from Mexico (76%), Korea (5%), Vietnam (5%), and the Philippines (3%). The top five countries/regions of origin of undocumented immigrants in Los Angeles were Mexico (63%), Central America (22%), Philippines (3%), Korea (3%), and China (2%). The top five countries/regions of origin of undocumented immigrants in the Sacramento area are from Mexico (66%), USSR/Russia (8%), Philippines (6%), Central America (4%), and China (3%) (Pastor & Marcelli, 2013). The top five countries of origin in San Diego County in order from highest to lowest percentage is Mexico, Philippines, Vietnam, China, and Iraq (The center for the study of immigrant integration University of Southern California, p. 1). It is imperative for non-profit immigration organizations to have knowledge of the estimated undocumented immigrant in their region in order to most effectively prepare for CIR.

Undocumented immigrants are more likely to request services at non-profit organizations because they typically do not inquire about the individuals' immigration status. Undocumented immigrants who use various non-profit organizations do so because they lack insurance, have minimum resources to pay for services and have little to no experience with formal county systems (Perez & Fortuna, 2005). The services they are ineligible for are often provided by the non-profit sector. The non-profit sector provides different services to undocumented immigrants including mental health, food and clothing services, financial assistance, case management, citizenship classes, and legal services. Due to the high demand of Board of Immigration accredited representatives needed by the population, many non-profit organizations expanded their services to provide reliable immigration services.

Many non-profit immigration organizations are also religious based, which has created an additional trust for undocumented immigrants. For example, "In 1920, 75% of Catholics were foreign-born...Catholic Churches were institutions created to serve and integrate immigrants...right now the church is doing remarkable amounts of work with immigrants" (Kerwin, 2013, p. 11). This is one example of how religious organizations have been involved with undocumented immigrants. This has created trust between undocumented immigrants and the nonprofit sector because they offer accredited, affordable, and reliable services. If non-profit immigration organizations are not ready for a CIR, clients may experience delays in

obtaining important services. In turn, undocumented immigrants may become victims of fraud because they may resort to other non-accredited Board of Immigration Appeals (BIA) organizations. According to the Department of Justice, the “Board of Immigration Appeals (BIA) is the highest administrative body for interpreting and applying immigration laws” (2011, para. 1). They are responsible for the accreditation of organizations and representatives requesting authorization to practice before the Department of Homeland Security in regards to immigration appeals (Department of Justice, 2011, para. 2). Non-profit immigration organizations are BIA accredited, as a result they are held to the highest standard in immigration practices and are not likely to be fraudulent when working with an at risk population such as undocumented immigrants.

Purpose of the Study

The purpose of this study was to explore if non-profit immigration organizations are ready for a comprehensive immigration reform. Any organization that is experiencing or is likely to experience large scale change is subject to insecurity. Some changes may ultimately lead to failure without strategic planning for CIR. A lack of planning for a CIR could ultimately lead organizations to close their doors. Further, organizations that are not prepared would likely be denied government funding. Ultimately, being unprepared for a CIR would lead to a lack of much needed services for undocumented immigrants. Although the current Border Security, Economic Opportunity, and

Immigration Modernization Act may or may not be approved, it is important to understand non-profit immigration organization readiness for change because there is a constant push to pass a CIR. This study allowed us to better understand the organizational readiness for change in non-profit organizations as it pertains to a CIR.

The study was a qualitative interview with directors of several non-profit immigration organizations. The qualitative method was used to facilitate the development and refinement of the research answers from the administrators. The study explored the organizations readiness to change in response to a CIR through the theoretical framework of organizational readiness for change. Organizational readiness for change uses different components to gauge the readiness of undertaking any type of change within an organization. It could help non-profit immigration administrators improve the delivery of services for the immigration community. This study was conducted through a research method that yielded the best evidence based practices.

Significance of the Project for Social Work

It is important to better understand how prepared organizations are for a new policy because this affects organizational performance and in turn affects how many undocumented immigrants receive services to eventually become citizens. Social cognitive theory suggests that when organizational readiness for change is high, organizational members are more likely to initiate change (e.g., institute new policies, procedures, and/or practices), exert

greater effort in support of change, and exhibit greater persistence in the face of obstacles or setbacks during implementation (Weiner, 1999). If the organization and its members are ready for an immigration reform, then organizations will be able to help the influx of services requested from undocumented immigrants seeking services.

Social workers need to be aware of policies that could affect non-profit immigration organizations. When providing services, undocumented status has continuously been an issue. According to Perez and Fortuna (2005), individuals with undocumented status experience a greater number of psychosocial stressors. Some of these stressors include no access to healthcare benefits [medical and mental], lack of family support, grim living conditions, occupational and economic hardships (p. 119). Undocumented immigrants are more likely to be victims of violence such as, but not limited to: prostitution, human trafficking, domestic violence, and exploitation. Justice Brennan stated in *Plyler v. Doe* (1982, 457 U.S. 202, 218-219 and n. 18):

That illegal [im]migrants constitute a 'shadow population'...whose presence is tolerated, whose employment is perhaps even welcomed, but who are virtually defenseless against any abuse, exploitation, or callous neglect. Almost 40 years after *Plyler v. Doe*, undocumented immigrants continue to be vulnerable to abuse and exploitation. Kittrie estimates that they are the victims of at least 200,000 violent crimes and one million property crimes each year. (as cited in Zatz, 2012, p. 9)

Any individual can fall victim to these crimes; however, due to fear of prosecution undocumented immigrants are less likely to report the crime and have less resources available to protect themselves because of their illegal status.

The social work profession does not specifically include a policy on advocacy for immigrants and refugees; Sanders et al (2013) stated that it is important for social workers to address these issues based on the principle of social justice. Social work is all encompassing and as a profession has remained deeply involved in helping the undocumented population. Different social service organizations who experience the struggles of undocumented individuals are Children and Family Service with the separation of families, substance abuse organizations with the higher rate of substance abuse and limited access to rehabilitation facilities, and unavailability of mental health services in the Department of Behavioral Health. Regardless of the stress producing event, the result is a higher need of assistance and support among the undocumented immigrant population. With the passage of an immigration reform it would likely expand the availability of these services to the undocumented population. Therefore, social workers need to know how prepared non-profit immigration organizations are for the implementation of a CIR because it affects the services provided in social work organizations to undocumented populations.

In line with the generalist practice model, our study assessed the changes needed from non-profit immigration organizations to prepare for change. Additionally, it will aid with the planning of changes needed for CIR. This study further follows principles of the generalist practice model because it ultimately evaluated the results of the following research question: Are non-profit immigration organizations ready for a comprehensive immigration reform?

CHAPTER TWO

LITERATURE REVIEW

Introduction

The literature review analyzes the history of immigration reform. In specific, it examines the largest comprehensive immigration reform (CIR), Immigration Reform and Control Act of 1986 (IRCA), in the history of the United States. The history was examined to understand how previous non-profit immigration organizations responded to the implementation of IRCA and how the lessons learned could be used to better prepare organizations for change. The literature review also briefly explores the implementation of an executive order that resembles a more current immigration reform, Deferred Action for Childhood Arrivals (DACA). Further, the literature examines factors associated with the theoretical framework of organizational readiness for change. Such factors include: organizational culture, learning experiences, the contextual factors, and methodological limitations. Research reviewed in this study aims to thoroughly provide a basic understanding of the factors associated in the theory of organizational readiness for change as it guided all components of the study.

History of Immigration Reform and Control Act of 1986

Lessons learned from a past immigration reform can better prepare organizations for a future immigration reform such as The Border Security,

Economic Opportunity and Immigration Modernization Act of 2013. One example of a previous immigration reform that could aid organizations in preparing for change is the Immigration Reform and Control Act of 1986 (IRCA). IRCA legalized undocumented immigrants who entered the United States before January 1, 1982 and had resided in the United States continuously. About three million undocumented immigrants were granted legal status (Weiner, 2009). There have been multiple attempts by individuals and organizations to understand the mistakes and decisions made during IRCA. In reviewing these articles several common topics were identified in terms of rate of applications, outreach, collaboration, fraud, and theory of organizational preparedness for CIR. These topics are specific to improve future immigration reforms, such as the Border Security, Economic Opportunity, and Immigration Modernization Act.

Rate of Applications

The IRCA legalization program proved more successful than most early critics anticipated, legalizing roughly two thirds of the estimated eligible population, and in a few places far exceeding preliminary projections (Weiner, 2009). However, many applicants waited until nearly the end of the program to apply. Many waited to apply because they had a fear of deportation from Immigration and Naturalization Service (INS). In 2003, INS changed their name to United States Citizenship and Immigration Service (USCIS). In order

to continue in a uniform structure, the remainder of this study will refer to USCIS as INS.

INS used qualified designated entities (QDE) as “middlemen” for undocumented immigrants to file their petitions for IRCA. These entities were created to facilitate the process and reduce fear of deportation. Unfortunately, the QDE’s were notaries, for-profit organizations, and many were not Board of Immigration Appeals (BIA) recognized organizations (Kerwin & Wheeler, 2004, p. 14). In effect, this caused the underutilization of community based organizations who were anticipating a large influx of immigrants at the beginning of IRCA. According to a study by Hagan and Baker (1993), policy makers and implementers failed to take into account the informal networks of undocumented immigrants. In this study a researcher moved into a Mayan neighborhood during the implementation of immigration reform to better understand how undocumented immigrants reacted to and used IRCA. Undocumented immigrants were fearful of applying due to risks of being deported. By word of mouth they began to see success with other undocumented immigrants, this was evident by very few applications in the beginning and overwhelmingly amounts at the end of the one year program consequently delaying services. The results of this effect created a snowball effect regarding the rate of applications. In one INS office they took in about 40% of the applications directly within the last quarter of the program. The overwhelmingly high rate of applications at the end of the program led the

adjudicators to renew temporary work cards and led to longer wait times for applications to be reviewed (Hagan & Baker, 1993). Evidence confirms there was a low rate of applications in the beginning because the undocumented immigrants who did apply for IRCA applied on their own. They did not use community based organizations (CBO's) or private lawyers that provided immigration services (Kerwin & Wheeler, 2004).

Non-eligible family members seemed to be another reason many individuals did not come forth at the beginning of the implementation of IRCA (Kerwin & Wheeler, 2004, p. 14). Undocumented immigrants feared that the inclusion of non-eligible members in their application would have consequences for their family members, possibly leading to their deportation. As a result, many did not apply until other undocumented immigrants' family members faced no repercussions after the eligible member had applied. On the other hand, those family members who did apply and were not eligible only created a backlog for INS (Kerwin & Wheeler, 2004).

Moreover, according to Hing, INS was not culturally competent or flexible at the beginning of the implementation of IRCA. INS workers who determined eligibility requirements of undocumented immigrants thought applicants may be producing fraudulent documentation. As time progressed, the workers who determined eligibility requirements became more flexible in the documentation process. This was another reason why the cases were

more abundant towards the later years of IRCA, rather than at the beginning (1992).

Lessons Learned from Rate of Applications

Although these problems were setbacks for the 1986 applicants, much can be learned for the future implementation of an immigration reform and how organizations can be better prepared. Kerwin and Wheeler (2004) state that:

INS should have limited QDE [qualified designated entity] status to those non-profit agencies that had evidenced a capacity in both experience and expertise to run a successful and high-volume legalization program. It should then have advertised the names of those QDE's and encouraged applicants to contact them (p. 14).

Best practices would suggest that CBO's should be fully prepared in order to acquire funding from the Department of Homeland Security (DHS). For example, the current CIR states, "[under] AUTHORIZATION...The Secretary, acting through the Director of U.S. Citizenship and Immigration Services, may award Initial Entry, Adjustment, and Citizenship Assistance grants to eligible public or private, nonprofit organizations" (S. 744--113th, 2013, p. 384). Current immigration bills will continue to seek organizations that use empirical knowledge in their planning in order to grant appropriate resources. Furthermore, by understanding that community based organizations will likely be the QDE, the rates of applications for community based organizations will likely be larger than during the beginning of IRCA.

However, community based organizations must take into account the fear factor and the snowball effect and anticipate a larger influx of clients towards the middle-end or end of the program period. In understanding this practice, CBO's should consider hiring some additional staff at the beginning of CIR and more staff towards the middle-end of the CIR program.

In retrospect, Hing (1992) believes that community based organizations (CBO's) are fundamental since they are often located in ethnic communities. Since CBO's are centrally located they will be able to provide the services faster than any other immigration organization. Their planning for a CIR is imperative because they will be first responders and need the resources to carry on that task. Non-profit immigration organizations need to evaluate their outreach planning in order to analyze their need to expand their structure and resources as the immigrants attitudes change in favor of seeking services (p. 420).

Another community based nonprofit organization that is fundamental in providing reliable and trustworthy services to immigrants is organizations that are affiliated with the Catholic Church. The Catholic Church has a strong investment in a CIR. Kerwin stated, in response to Pope John Paul II's statement of Christians helping the migrant, "As a network Catholic Charities works in solidarity with immigrants, providing supportive and empowering services and advocating for reform of our nation's immigration policies" (Kerwin, 2013, p. 7). The Catholic Churches' investment in immigration reform

can be viewed by their longevity and financial support towards non-profit immigration organizations. “The United States Conference of Catholic Bishops (USCCB) has devoted a significant portion of its annual Catholic Campaign for Human Development (CCHD) collection to projects that focus on “immigrant rights” (Block, n.d., para 4). The continual embracement of immigrant rights has allowed for a long lasting relationship between the Catholic Church, the immigrant community, and non-profit immigration organizations.

Providing information during the outreach process should include policy information stating how non-eligible family members will be affected. These candidates may be scared to apply for fear that it will affect their family members. Additionally, it is important to consider the leeway in documentation from migrant workers before implementation so it does not stall application rates. Undocumented immigrants lack appropriate, if any, documentation due to their migrant work (Hing B, 1992, p. 420). Due to the high workload in obtaining documents, there are limitations as to what CBO’s staff could complete in a given amount of time. CBO’s need to make a conscious decision about how, or if they will take these complex cases, especially if funding is not available upon CIR from the Department of Homeland Security (DHS) (Hing, 1992). CBO’s need to have strategic plans for the obtainment of documents for a population of undocumented workers if they choose to take these cases.

Due to the inflexibility and lack of cultural competence of INS workers from IRCA, non-profit organizations should prepare their documentation in an

all inclusiveness manner. Organizations should require undocumented immigrants to bring the strictest, original forms of documentation in order to prevent possible setbacks (Finch, 1990, p. 249).

Understanding how DHS and the expected requirements will affect the rate of application for a future CIR is important in planning organizational change. As stated earlier, certain requirements or lack of understanding of those requisites lead to fear from applicants. It can be combated with appropriate planning during CBO's hiring of staff and outreach to the community.

Outreach

The late rate of applications in IRCA could be contributed to a lack of outreach. The Merriam-Webster Dictionary defines outreach as "the activity or process of extending services...or assistance beyond current or usual limits to people" (outreach, 2013). According to Hagan and Baker (1993), undocumented immigrants who did apply for IRCA went directly to INS legalization offices due to a lack of public announcements regarding local community organizations role in helping undocumented immigrants apply for IRCA. Other research by Molesky, confirms that the low amount of applicants in the beginning of IRCA was due to a lack of education given to undocumented immigrants informing them of IRCA; It left a shortage of knowledgeable immigrants willing to apply when the program started (1988).

An additional concern was that outreach was not culturally inclusive to all ethnic groups. “Most of the advertising about legalization targeted the Hispanic market, leaving the non-Hispanics largely in the dark” (Kerwin & Wheeler, 2004, p. 15). This marginalized different ethnic undocumented immigrants from understanding their candidacy for IRCA benefits.

Another problem faced during IRCA was that much of the revenue for advertising was not given to community based organizations (CBO’s). A contract of \$10.7 million was awarded to the Justice Group to use advertising media spots and community outreach. The program was limited and did not have the desired effect of reaching the projected amount of eligible undocumented immigrants (Molesky, 1988, p. 14). Consequently, CBO’s spent thousands of dollars and personnel time for outreach geared to the undocumented community. For example, “World Relief provided brochures and counseling, the U.S. Catholic Conference provided legalization seminars in parished and legalization counseling, [and]...others developed and sponsored media spots” (Molesky, 1988, p. 14). These organizations were able to disperse information to undocumented immigrants; unfortunately their efforts were very expensive to the organization.

Lessons Learned from Outreach

Since community based organizations are likely to be qualified designated entities (QDEs) they need to be able to explain their role in immigration reform to the community in their outreach efforts. Their outreach

needs to reach a wider range of undocumented immigrants through different media streams such as radio, television, universities, libraries, churches and other organizations not directly providing immigration services (Molesky, 1988).

Outreach education needs to include information about the immigration reform bill and how it affects the undocumented immigrant. This information will include who qualifies including family members, the cost of applications, where to receive help with applications and legal consultations (Kerwin & Wheeler, 2004). During outreach, frequent information sessions need to be established at a set time and location. Outreach material must be ready for distribution in many different languages in the event a CIR passes.

A large majority of the population from IRCA was primarily Hispanic. Due to the mistakes of IRCA of not being culturally inclusive to all ethnicities, many non-Hispanics were not served by CBOs. Understanding the diverse population in the CBO's local region is imperative for the appropriate outreach efforts (Kerwin & Wheeler, 2004).

The community based organizations were left with the burden of outreach without having the necessary resources (Kerwin & Wheeler, 2004, p. 15). The same could happen for CBO's in future immigration reforms. Being prepared for advertising costs and the type of advertisement could benefit the organization to prepare for grant applications. This preparation will likely yield

understanding of possible funders such as the DHS. Adequate preparation can lead to the success of resource allocation.

Collaboration

Another important factor that scholars addressed from IRCA was the lack of enforced rules and guidelines from INS on immigrant qualifications (Hagan & Baker, 1993; Molesky, 1988). INS distributed the regulations only four days before the program started, leaving organizations little time to learn and train staff and volunteers. According to Molesky (1998) the problem with IRCA was the lack of collaboration between INS staff and community based organizations about judgments regarding certain cases, leading to inconsistencies in who was eligible/approved. This meant that undocumented immigrants learned of this discrepancy from fellow community members and began to apply even if they did not qualify. This overwhelmed local organizations and created a backlog at INS legalization offices. A lack of collaboration between different organization's led to a lack utilization of resources and longer wait times for undocumented immigrants.

Lessons Learned from a Lack of Collaboration

Non-profit organizations can learn from past mistakes and need to begin establishing close ties and communication with INS in order to have the most accurate information (Hagan & Baker, 1993). According to Baker (1997), the Ford Foundation sponsored a nationwide research project to study the implementation of IRCA. This study found that collaboration between

organizations lead to differences in how well programs were utilized by undocumented immigrants. Researchers followed eight major cities throughout the implementation of IRCA to measure the differences in numbers and demographics on who utilized IRCA. These cities included Los Angeles, Miami, Houston, Chicago, New York, El Paso, San Antonio, and San Jose. Los Angeles, Chicago, and San Jose closely correlated with the pre-implementation estimates of applications. New York and Miami showed lower applications than pre-implementation estimates. Houston showed higher applicants than pre-implementation estimates; Baker (1997) believes this is due to the fact that Houston had one of the most well-organized and collaborated immigration advocacy communities in the country. Houston drew together the private immigration bar, refugee resettlement programs, religious organizations, and human rights groups, mounted its own publicity campaign and took advantage of the INS districts interest in rehabilitating its public image by meeting regularly with district leaders. This example of collaboration and public outreach lead to more utilization of program services by undocumented immigrants. Organizations will need to collaborate before comprehensive immigration reform is passed to be better prepared to provide public outreach.

Fraud

Lastly, many undocumented immigrants became victims of fraud after the implementation of IRCA. They became victims to corrupt individuals known

as *notarios*. *Notarios* tried to provide legal services, but were unauthorized to do so because they were not BIA accredited. They were trusted by undocumented Latino immigrants because in some Latin American countries, a *notario* refers to someone who can provide legal services (CLINIC, 2010). Unfortunately, in the United States a public notary is not authorized to do so. As a consequence, those who called themselves notarios were paid thousands of dollars and were not even qualified to process applications for any type of legalization.

Fraud Lesson Learned

To avoid undocumented immigrants becoming victims of fraud, the Catholic Legal Immigration Network, INC (CLINIC) recommends that part of organizations educational outreach should include identifying erroneous information and disproving myths that are dispersed by unscrupulous immigration consultants and notarios. This will assist in the prevention of dishonest immigration consultants making false promises to the undocumented population. Organizations should develop a handout with the names and contact information of reputable BIA accredited and low cost immigration service organizations and private immigration attorneys (2010).

A Recent Immigration Reform: Deferred Action for Childhood Arrivals

A more recent immigration reform that could help non-profit immigration organizations to get ready for a CIR is the Deferred Action for Childhood Arrivals (DACA).

On June 15, 2012, the Secretary of Homeland Security announced that certain people who came [unlawfully] to the United States as children and meet several key guidelines may request consideration of deferred action for a period of two years, subject to renewal, and would then be eligible for work authorization. Deferred action is a discretionary determination to defer removal action [from the United States] of an individual as an act of prosecutorial discretion. Deferred action does not provide an individual with lawful status (The Department of Homeland Security, 2013).

With the passage of this executive order from the president, many non-profit immigration organizations had a larger than average clientele. It was estimated that there were 1.9 million eligible youth (Batalova, Hooker, Capps, Bachmeier, & Cox, 2013). Analysis from this recent immigration reform will yield valuable results for organizations to prepare for a larger influx of clients as would be seen in a CIR. This is an area that would require future research. It is critical that researchers collect and analyze data from these cases in a timely manner. Using this data could benefit many non-profit immigration organizations to prepare for CIR.

Theory Guiding Conceptualization

The theory for organizational readiness for change is a concept used in guiding any change within an organization, regardless of the purpose for change. As part of this study, this theory was accommodated to reflect how organizational readiness for change can be applied to change in non-profit immigration organizations in the event of a comprehensive immigration reform. The concept of readiness was first seen in Jacobson (1957). He described the basic concepts of organizations and individuals as they personally relate to the process of change (as cited in Holt, Armenakis, Field, & Harris, 2007). Lewin (1951) depicts the organizations ability to change as “unfreezing.” This concept appears to have similarities with the term readiness (as cited in Chase, 2009). Organizational buy-in must be present before the organization begins to make any environmental changes. “Readiness is the cognitive precursor to the behaviors of either resistance to, or support for, a change effort” (Armenakis, Harris, & Mossholder, 1993, p. 682). As a result, non-profit immigration organizations need to understand that their staff must feel a need to change.

Definition of Readiness

In order to understand organizational readiness for change one must put in perspective the different meanings of readiness. One definition of readiness for change is “the extent to which individuals are mentally, psychologically, or physically ready, prepared, or primed to participate in

organization development activities” (Hanpachern, 1997, p. 11). The second definition is, “the awareness of the need for change, the skills to make the required changes, and the commitment to putting changes into place” (Killing & Fry, 1990, p. 50 as cited in Holt, 2002). Being prepared for change includes the perspectives of employees. Their belief that change is necessary and is consequently better for the organization and themselves leads to higher acceptance towards organizational change (Armenakis et al., 1993; Holt, 2002; Miller, Johnson, & Grau, 1994). Furthermore, Hultman explains readiness as “a state of mind that reflects receptivity or even a willingness to change the ways we think and behave. Readiness is manifested in either active initiation of change or cooperation with it” (1998, p. 95). According to Bryan Weiner (2009), organizational readiness for change includes the analysis of “collective behavior change in the form of systems redesign, multiple simultaneous changes in staffing, workflow, decision making, communication, and reward system” (p. 1). In specific, organizational readiness for change was related to non-profit immigration organizations and their ability to incorporate this theory for change in lieu of a CIR.

Theoretical Framework

Organizational readiness for change guided the research for what organizations face when implementing a new social policy such as a CIR. The theoretical framework encompasses three perspectives of readiness for change: (a) the individual characteristics of those involved in the change,

(b) learning experiences and (c) the contextual factors that affect change. This theory based readiness for change on non-profit immigration organization and its member's commitment to change. Further, the organization's structural ability to make changes is also considered in the readiness for change theoretical framework.

Individual Characteristics

Staff's perceptions within an organization fall within the first parameters of the theoretical framework.

Their intellect, expertise, and motivations are essential elements in a staff member that allow them to function to the highest standard in the face of organizational change.

Administrators are often the first responders in light of a mandatory change. However, when change is a gradual, but needed process, staff tends to question the where, when, and how this change will directly affect them. "Organizational change can lead to feelings of anger, sadness, anxiety, denial, loss, and frustration" (Spiker & Lesser, 1995; Sullivan & Guntzelman, 1991 as cited in Bovey & Hede, 2001, p. 374). Morale, productivity, and turnover can be affected by employee's feelings towards change (McDonald & Siegal, 1993; Lacovini, 1993; McManus, et al., 1995; as cited in Eby, Adams, Russell & Gaby, 2000, p. 420). Non-profit immigration organizations must include their staff members in the process of change in order to create the best possible and enduring outcomes to change.

Lehman, Greener, and Simpson (2002), believe motivational readiness is an important element in producing an organization's readiness for change. An example of motivational readiness in a non-profit immigration organization can be viewed by the question: Is the organization and its members motivated or feel they need to implement any changes in lieu of a comprehensive immigration reform?

Pressure for change is part of motivational readiness. It questions where the pressure for change is from. The options include internal sources such as staff motivation due to the inclusion of staff in the process of change, or external sources, such as acquiring proper revenue to accommodate staff in their ability to serve their clients at a proper compensation rate. Funding is the motivation employees need to have a more positive attitude for change. If there is improper funding members will feel disgruntled at their increase workload and lack of additional staff. On the same note, appropriate funding allows for adequate staffing, proper expansion of physical space, and equipment that generates productivity due to ease of access for practitioners providing services (Lehman, Greener & Simpson, 2002). In assessing all of these motivational components, non-profit immigration organizations will be able to view how ready they are to embrace organizational change.

Learning Experiences and Contextual Factors Facilitating Readiness

The context of change is the second most important perspective in the theoretical framework. Factors for organizational readiness for change include:

(a) organizational culture, (b) organizational learning, and (c) the contextual factors that increase readiness (Connor & Lake, 1988). For the purpose of this study, the focus was on organizational learning and contextual factors.

Redding and Catalanello (1994) state that, “most organizational change results not from formal plans and fixed programs for change, but from a process of learning—not just from the learning of individuals but, more importantly, from the collective learning of entire organizations” (p. xi).

“Learning organizations...continuously take action, reflect upon that action, and modify plans based on insights gained through this learning process” (Redding & Catalanello, 1994, p. 26). Change management experts and scholars contend that an organizational culture that embraces learning experiences supports organizational readiness for change (Weiner, 2009, p. 4). Lessons learned from previous organizational changes will have an effect on future employee values regardless if the change was associated with a negative or positive experience. The way employees may value change will include: “whether they think the change...will [really] deliver touted benefits,... [and] ...whether they think the organization can effectively execute and coordinate change-related activities” (Weiner, 2009, p. 4). Overall, non-profit immigration organizations past learning experiences will directly affect the way the organization and its employees view change for a CIR.

Structural context of the organization is also important to assessing an organization’s readiness for change. Non-profit immigration organizations’

structural ability are based on attributes of the organization such as resources, policies and procedures, structural capacity, and their past experiences of implementing change (Weiner, 2009; Lehman, Greener, & Simpson, 2002). Institutional resources refer to the availability and adequacy of office space, office equipment, and privacy within the space of the office. Additionally, staffing is also an institutional contextual factor. The number and quality of staff members is important to organizations readiness for change. Staff members are a “group of people who work for an organization or business” (staff, 2013, para. 1). Staff may include, paid employees, volunteers, and interns. Another institutional factor is the training resources which include staff training and education as well as staff ability to attend conferences.

Lastly, electronic communications are an essential component to organizational readiness for change. Computer access is important. The ability to have clients’ data on computers as well as access to have a computer for each staff increases successful organizational change for accommodation of a larger clientele. The use of emails for internet, professional communication, networking, and information access would be essential when implementing new policies or changes (Lehman, Greener, & Simpson, 2002).

Summary

The literature review focuses only on exploring lessons learned from IRCA and DACA, and guides suggestions for future CIR. Therefore, methodological limitations are very present in this study. As a result, the study

incorporates a theoretical framework of organizational readiness for change, which is commonly used for a general business perspective. The research adapts this theory to generate understanding as it relates to non-profit immigration organizations readiness for a CIR. To our knowledge, no other study has been conducted in which non-profit immigration organization leaders are questioned about their organizations readiness for a comprehensive immigration reform. This information is extremely relevant because only then will non-profit immigration administrators know how to properly implement change from evidence based perspective to comprehensive immigration reform.

CHAPTER THREE

METHODS

Introduction

This chapter discusses the purpose of the study and the study design. Further, it explains the hypothesis for the study as well as describes in detail how participants were chosen and recruited to participate in the study. Moreover, information about how the theory was used to design the instrument will be discussed including an explanation of the interviewing process. Lastly, a detailed example of the protection of human subjects, and how the data was analyzed will be included in this chapter.

Study Design

The purpose of this study was to evaluate non-profit immigration organizations readiness for change in the event of a comprehensive immigration reform, such as the Border Security, Economic Opportunity, and Modernization Act of 2013. The research design consisted of a qualitative method. A qualitative method was most appropriate for this study. Limited research has been conducted on non-profit immigration organizations readiness for change in lieu of a comprehensive immigration reform. Further, no studies have been conducted that include both readiness for CIR and theory, for example the theory of organizational readiness for change. According to Morrow (2007), “a qualitative method...allows researchers to

explore areas that are not easily identifiable or are less researched” (as cited in Hinojos, 2013). Qualitative research was best represented in this study due to its ability to “focus on context, the participant’s point of view, and the ability to engage with the participants on a more personal level” (Hinojos, 2013, p. 47). As a result, a qualitative design was created to implement the use of a theory into the instrument.

The qualitative design for the study was geared by a theory of organizational readiness for change. The theory suggests best practices for effective change in an organization. Therefore, this study used the theory to measure the non-profit immigration organizations readiness for change. The instrument was geared towards the data sources understanding of his or her organizations readiness for change. Organizational readiness for change is a theory that is used to understand and guide changes in a general business context. A qualitative methodology ensured the most appropriate response to the research question: Are non-profit immigration organizations ready for a comprehensive immigration reform?

Based on the literature, it was hypothesized that organizations who are affiliated with the Catholic Church are more likely to be ready for a comprehensive immigration reform. Due to the Catholic Churches longevity and possible financial support, religiously affiliated non-profit immigration organization was thought to fare better during CIR than their non-religious counterpart. Additionally, another hypothesis included those who have prior

experience with a previous comprehensive immigration reform, such as IRCA and DACA are more likely to be better prepared. Past experience with IRCA and DACA provided a learning foundation for organizations to implement organizational change.

Sampling

The study consisted of a purposive snowball design which includes only Board of Immigration Appeals (BIA) accredited organizations. Some of the interviewees were invited to participate in the study with letter from a supporter of this research. The study focused on the BIA recognized organizations and accredited representatives due to the legitimacy of their services. The study sample was derived from within the 101 BIA recognized organizations and accredited representatives in California as of April 2013. From the list of BIA recognized organizations and accredited representatives a large portion of the organizations are affiliated to a religious institution. The study focused on five religiously affiliated organizations and seven non-religiously affiliated organizations. This study further narrowed the sample by including only nonprofit immigration organizations. Non-profit organizations were chosen because they have a history of providing affordable and reliable services to the undocumented immigrant population. This relationship has created trust between the two parties and as a result, large numbers of immigrants are expected to utilize their services upon approval of a CIR.

The data source in the study consisted of the directors of these organizations. They were interviewed with a qualitative instrument to better understand how change will be implemented in their organization upon the passage of a (CIR). The directors were considered to be the most aware of what their organization had planned in anticipation of a CIR.

Data Collection and Instruments

A twenty four question qualitative instrument was created by the researchers (See Appendix D). Question number nineteen was considered void after the accreditation process was clarified for the researchers. The validity and reliability of the instrument are not known because it was not used prior to this study. The instrument was based on a literature review about the theory of organizational readiness for change. This theory organized the study's questions into categories. The categories included were: demographics, history, current CIR, funding, organizational culture, structural availability, and collaboration. The directors responses answered the study's question of, are non-profit immigration organizations ready for a CIR.

The demographic research questions were used to provide general information about the organizations. The instrument included questions about history with immigration reform because if these organizations have knowledge of previous immigration reforms and how they affected community based organizations in the past, they are more likely to be prepared for a future CIR. If the organization feels no need to change for a pending policy

such as CIR then they would be less ready for change. In addition, understandings of monetary resources are likely to determine an organization's ability to undertake change. The organization's culture depicts the staffs acceptance and participation of change. Understanding organizational culture in the change process will allow for long term sustainability of the change in the organization. Questions about culture in an organization were included in order to understand how the staff is being involved in the change process for CIR. If the staff is not being involved in the change process, this would limit the organizations motivation to change because the staff is ultimately responsible for the implementation of changes within the organization. Questions about structural availability were an important part of the instrument because as an organization expands to serve a higher number of clients, so must the physical space and the equipment in order to provide services. Lastly, a question concerning collaboration was included because research has shown that organizations that collaborate are more aware of changes from INS. For example, one organization may have valuable information when their applications are either being approved or not, they may then get feedback from INS as to what they are doing wrong or right and thus communicate this information to other organizations. The increased utilization of programs by immigrants was largely determined by collaboration efforts among varying organizations. The organizations' responses to these

categories answered the research question of: Are non-profit immigration organizations ready for a comprehensive immigration reform?

Procedures

The participation of the directors of nonprofit immigration organizations were recruited with the support of a local immigration director. The investment of a local immigration director in this study allowed for a letter of support to their affiliates. The letter of support was emailed to the affiliates in which the local immigration director states their organizations support and encouraged their affiliates to participate in the study (See Appendix A). The directors were then contacted by the researchers to provide them with more information. The directors decided whether to participate in the research or not.

Other religiously and non-religiously affiliated organizations not associated with the local supporter were contacted in a different manner. They were mailed and emailed a letter of invitation to participate in the research (See Appendix B). An explanation of the research was included in the letter. The letter stated to expect a follow up call from the researchers in which more information about their participation in the study was provided. Upon their acceptance, the rest of the procedure emulated the other affiliated organizations.

The directors were contacted at the time of the interview by the two researchers in this study. They were contacted in one of two ways (a) phone interview or (b) an in person interview. The phone interviews were structured

through a phone conference as the geographical availability of these organizations did not allow for an in person interviews. The in person interviews were held in the office of the directors at their organization. Before the interviews began the researchers explained all information related to confidentiality to the directors. Further, all directors agreed to be audio recorded. They informed that the audio recordings would be transcribed by an outside party. The interviews took no more than an hour to complete. At the end of the interview they provided with a debriefing statement (See Appendix E).The interviews were conducted and transcribed in the months of February through April 2014.

Protection of Human Subjects

All directors that participated in the study were provided with and were required to sign an informed consent (see appendix C). The informed consent included:

- a) A statement that the study involves research, an explanation of the purposes of the research and the expected duration of the subject's participation, a description of the procedures
- b) A description of any reasonably foreseeable risks or discomforts to the subject
- c) A description of any benefits to the subject or to others which may reasonably be expected from the research
- d) A statement describing the extent, if any, to which

confidentiality of records identifying the subject will be maintained

- e) An explanation of whom to contact for answers to pertinent questions about the research and research subjects' rights, and whom to contact in the event of a research-related injury to the subject
- f) A statement that participation is voluntary, that refusal to participate will involve no penalty or loss of benefits to which the subject is otherwise entitled, and that the subject may discontinue participation at any time without penalty or loss of benefits to which the subject is otherwise entitled
- g) A statement about compensation for their time (*Required elements of, 2008, para. 1-7*).

At the time the interview was conducted, the directors were asked to be audio recorded. Before the recording took place, the directors were told not to state any identifiable information. However, if they did reveal any identifying information the information in the recording was kept confidential. They were informed that the consultant doing the transcribing would also be bound by confidentiality. The recordings were labeled with the date of the interview and provided a number to each organization. This was used to refer to our analysis of these organizations with numbers and not names to maintain their

confidentiality. A debriefing statement was provided to all participants at the end of the interview.

Data Analysis

The data that was produced from the instrument in the study yielded open ended answers. The data was collected and transcribed. The qualitative information was categorized by people, places, ideas, things, and themes. To eliminate researcher bias and increase reliability and validity of the results both researches and supervising academic advisor reviewed the categories mentioned above.

Summary

This chapter focused on the study design and hypothesis. A twenty three item instrument was used to compile responses from directors of nonprofit immigration organizations. In the creation of the instrument questions were developed to address the research hypothesis. The qualitative interviews took place either in person or on the phone. All participants signed an informed consent. They were also provided a debriefing statement after the interview. Themes from the responses were found in the data analysis. Categories drawn from the data analysis were used to measure non-profit immigration organizations' readiness for a comprehensive immigration reform.

CHAPTER FOUR

RESULTS

Introduction

This chapter presents data gathered through face to face and telephone interviews conducted in February and March 2014. It will present the demographics and responses of the participants view of their readiness to change in the event of a comprehensive immigration reform. It will focus on things, ideas, people, places and themes. The following tables are direct quotes the represent the commonalities and differences among the responders.

Presentation of the Findings

Twelve directors of immigration agencies were interviewed for this study. Their responses were analyzed using qualitative means. The following tables represent the demographics of the agencies. Table 1 represents the religious affiliation of the organization. Religiously affiliated agencies accounted for 42% of the study. Non-religiously affiliated agencies accounted for 58% of the study. Table 2 represents the year the organization began providing services. Agencies that provided services on or before 1986 accounted for 75% of the study. Agencies that provided services after 1986 accounted for 25% of the study. Table 3 represents the different ethnic

populations the agencies serve. There were three prominent ethnic populations identified: Hispanic, Asian and Other.

Table 1. Religious Affiliation

Religious Affiliation	5
Non-Religious Affiliation	7

Table 2. Year the Organization Began Providing Services

On or before 1986	9
After 1986	3

Table 3. Ethnic Populations Served

Participants	Hispanic	Asian	Other
Participant 1	99%	0%	1%
Participant 2	90%	5%	5%
Participant 3	5%	95%	0%
Participant 4	N/A	N/A	N/A
Participant 5	98%	0%	2%
Participant 6	90%	0%	10%
Participant 7	40%	60%	0%
Participant 8	90%	0%	10%
Participant 9	N/A	N/A	N/A
Participant 10	75%	0%	25%
Participant 11	70%	20%	10%
Participant 12	60%	40%	0%

The following tables represent the things, ideas, people, places and themes.

Table 4. Responses for Things Identified by the Respondents

<p>Structures</p> <p>“We have plans to open up to five more offices to begin. It’s in the first phase and it would be two areas that are typically unresearched in terms of like legal services, Inland Empire, San Fernando Valley, San Gabriel Valley, Santa Ana, Orange County, and the south east cities of LA County” (P#1, Personal Communication, March 2014).</p> <p>“Well for my office specifically yes, we are looking at ways of probably doubling our site square by square footage in order to accommodate. All of that would have to be paid for through fees, the nominal fees paid by applicants themselves, but our main strategy to acquire physical space is to do that through our network of churches. So that physical space is being donated by churches or other organizations” (P#7, Personal Communication, March 2014).</p> <p>“We have acquired a new building and when the renovations are complete, we will have enough space to host workshops with up to two hundred people at a time easily while still having space for other programs to occur. We are split and conquered in the way to get a space, and it has to be a space we can access five days a week. There are a lot of spaces available on weekends. There are churches that offer space on the weekends, but we would need a space I think we can be in five to seven day as week because you are not going to be able to serve everyone even on weekends. You need to be open during the week as well, so we’re looking for spaces to expand. Just for a CIR it will probably be like six months to a year lease, and we’re looking at models that worked like IRCA that were actually community organizations and USCIS and INS partnering to have the same location as well so there’s actually information officers on site for services. So there is a loose plan but the plan is still going to require a lot of conversations with different community groups. May be some of them have the space we’re looking for” (P#12, Personal Communication, March 2014).</p> <p>“Well, one is doing the research on the demographics so we haven’t yet, and question number ten here in terms of how many -- there is probably two hundred thousand undocumented in San Diego County, and we’re pretty confident we know which zip codes the majority about 80% of where our two hundred thousand reside so -- and knowing those zip codes and knowing the transportation routes et cetera. We can start plotting out possible locations and research those in terms of vacancy rates” (P#4, Personal</p>
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Communication, February 2014).

Equipment

"We try to make sure that our staff has the state of the art equipment so they can do their jobs. The organization had some computers donated by another nonprofit. I just learned yesterday that Edison gives out computers to the community, and I just had a contact by one of their outreach people. So as soon as I get to see them, I'm going to tell them hey how about giving us some computers?" (P#6, Personal Communication, February 2014).

"For a massive service kind of a model, like what we do with our citizenship collaborative, we share resources. So sharing of resources for a bigger event, and using our own resources for a smaller event. Even if it's a smaller event if you do it consistently and in a regular way, it would probably be more efficient in serving a bigger number" (P#11, Personal Communication, February 2014).

"We do all of our notes and cases and legal case management on a program called INS Zoom. There's two kind of main class an immigration legal programs there is Law Logic and INS Zoom. We have a uniform way of using it so if cases get passed from office to office or if a client's walking you could quickly pull up the notes and see what the status of their case is" (P#12, Personal Communication, March 2014).

"We have been talking to the grant director and there is funding, available funding to apply for computer equipment. We just updated our computer equipment thinking that if we have a CIR, that all our old equipment that we used to have was not going to be -- was not going to work. So now we have brand new computers, so in case a CIR is passed I think now we are going to apply for different funding because we know that there are some available funding to acquire computer equipment (P#2, Personal Communication, February 2014).

"We're exploring two case management software programs. Just last Friday we did a webinar on one, and they give us a test drive version that we are going to continue to look at. So we are going to make that decision on which software program we're going to use and then train the staff and have that all ready to go because again 25 years ago we did it all pen and ink. Well, we can't do that because too many -- too much information and reports and things" (P#4, Personal Communication, February 2014).

DACA

"We did learn [from DACA] that if reform happens it's going to happen like a wave. There is this huge need at first that seems kind of unserviceable to so many people. Then you hit these lows, and as the waves come back then you

have another big wave but not as large. So we really had to realize that we are going to hit this initial wave and you have to have a system set up, you know, for renewals as well that lets us to work pretty much self-sufficiently and then may be later on get some funding, but we can't rely on funders to come to us first. We just have to start doing the work" (P#12, Personal Communication, March 2014).

"I think for DACA we did pretty good in handling the processing prior to the implementation of DACA because we were already doing some -- we were doing community presentations to the community. So because this is the first after several years that there was a complete immigration remedy for those who don't have legal papers. So right after the announcement of the president, we scheduled workshops, presentations to the community, and I think that helped when the application process started" (P#11, Personal Communication, February 2014).

"The only problem with the set up that we did is that it's focused more on the majority of the clients that we have which is the Filipino community. The Filipino community are more -- they want to come to group processing, but in other ethnic groups they don't like to do that. They are more private like the Asian community they prefer to have more individual processing rather than go to group processing. I think it's something cultural that we still need to address" (P#11, Personal Communication, February 2014).

"Group processing, having community orientation sessions, and having -- group processing meaning that we did screening and the ones that were easy to do you could do the applications right then and there, and then come back and make sure that they had all their documents and everything else ready to file. That also helped to speed up the process" (P#10, Personal Communication, March 2014).

"We are not doing the application, but we work with the local DACA coalition and go to their events because, an important lesson for us and I think for the DACA collaborative that there are a number of people who may think that they should apply for DACA but actually they could get something better through a t or u visa (P#9, Personal Communication, February 2014).

Table 5. Responses for Places Identified by the Respondents

Churches

“Yeah, so one of our largest targets in the community is a faith based group and they are part of the national collaborative. They’re a multi faith group and through them we set up events not only at catholic churches but [also] a First Presbyterian Church, and I think a couple of other Christian. We don’t try to limit it to just catholic churches. For us it’s just more like seeing where the community is and where the need is. The catholic church just themselves helps a lot of different immigrants from all over the world and they have been one of our biggest sources so far of Asian immigrant families as well” (P#12, Personal Communication, March 2014).

“Our goal is really to have levels of collaboration, and World Relief is prepared to help with each one of these levels but the first level we anticipate churches to be at an exploratory stage and they’ll be things like Bible studies and studies about immigration and discern how they might get involved in their own local communities. Our ultimate level would be for churches to actually be ready to welcome immigrants in to their churches and in to their congregations and communities, give some financial resources. The third level is for churches and non-profits to have embedded within their organizations certain immigration leadership and legal information for unauthorized residents so that they can get -- it’s kind of an educational level. And instead of the pastor sending someone to a Notario, they are going to send them to a BIA accredited site. And they are also going to know not to give legal advice themselves. That’s a bad solution because immigration law is complex enough that you really need somebody with more background to be giving legal advice. The highest level will be that the churches or organizations will actually have illegal immigrant services program on their site. They will have gone through the education, done the necessary steps to become recognized and accredited” (P#7, Personal Communication, March 2014)

Schools

“What we normally do even now is we go to parent centers and schools, middle schools, high schools that invite us and we provide immigration workshops” (P#5, Personal Communication, February 2014).

“Well, in the event of immigration reform if included in our current strategic plan for five years we’re entering in the third year of implementation, and that section of the plan calls for us to be constantly engaging the different law

schools in the area” (P#8, Personal Communication, March 2014).

“Schools get them involved right now, and start this relationship with them so when the time comes it’s easier to get volunteers from them. I think one of the success of our DACA process was I think we were able to work with a group of volunteers who are from the San Jose State University. There is a professor there from the Anthropology Department who made it a requirement for her students to volunteer for nonprofit organizations, and this professor specified the Deferred Action for Childhood Arrivals, DACA. I went to the university and spoke about the services that we are doing for the youth, and I think that out of the six years I have been going to the class I was able to get twelve students” (P#11, Personal Communication, February 2014).

Table 6. Responses for People Identified by the Respondents

Interns

“For example, we’ve done naturalization events in recent years. We reach out to other agencies and student groups and anyone interested and we do we have trainings for people on how to do the initial screenings for those. And then we have interns who help us review the actual applications” (P#9, Personal Communication, February 2014).

“We have summer interns that volunteer, and then we have ongoing interns” (P#1, Personal Communication, March 2014).

“We also have law students that do internships here where they work with the BIA accredited staff but currently three or four people who come in periodically and help out”(P#7, Personal Communication, March 2014).

Volunteers

“Okay, the thing is when any change in immigration, in policy; we get a long line of clients coming for services, and in order for us to be the best in helping our clients we need to get a lot of volunteers. Our volunteers they come in and you can only rely on volunteers for a couple of hours. They don’t stay because they also have their jobs and they have other things that they need to do, so the more volunteers that we can get and train, I think the better because it doesn’t happen overnight. We cannot rely on only the work of volunteers” (P#11, Personal Communication, February 2014).

“Through the years we have a large network of people that have worked with us in the past that we could usually call on and you know and get them to volunteer” (P#6, Personal Communication, February 2014).

“We are engaging those law schools that in the event of an immigration reform we will outreach to them to get student volunteers to work with us” (P#8, Personal Communication, March 2014).

BIA Accredited Staff

“So far we have four immigration representatives who are BIA accredited, and we have a fifth person who already applied for that accreditation, and I was just waiting for her accreditation” (P#2, Personal Communication, February 2014).

“We currently have two accredited representatives, and we’re applying for a third one” (P#12, Personal Communication, March 2104).

“Currently we have two BIA accredited representatives” (P#1, Personal Communication, March 2014).

Languages

“We are very competent in Spanish and English but not in other languages” (P# 5,

Personal Communication, February 2014).

“Yeah, so all of our legal staff, I including myself, are bilingual, English Spanish. And then you have the refugee staff and among that staff I’d say they speak about 10 different languages. Mostly from the Asian Pacific region” (P#12, Personal Communication, March 2014).

“So that is what we do -- the other programs help us to translate and help with the other nationalities” (P#11, Personal Communication, February 2014).

Table 7. Responses for Ideas Identified by the Respondents

Planning Conservatively

“I guess a conservative number might be twenty thousand, but that’s I think is very conservative [considering Philippines are our largest ethnic clientele]” (P#3, Personal Communication, February 2014).

“I mean we’re the only accredited agency out there most people will come to us but the undocumented estimate there is 21 thousand. So there we’ll probably do 30-40 %” (P#4, Personal Communication, February 2014).

“I’m giving it conservatively. Is that we would participate based on what we’re doing now may be fifteen hundred to two thousand a year. That increase, it could be more. But you know there is a lot of other organizations that are doing the same work, so we would get our share of the population from them” (P#6, Personal Communication, February 2014).

Perceptions of Legislation Passing

“So currently we are not staffed enough because it probably won’t happen this year” (P#1, Personal Communication, March 2014).

“See the light at the end of the tunnel, in terms of what will entitle a possible immigration reform or legislation or second legislation too because congress is also considering that affirmative, we cannot say that we are fully ready to deal with it”(P#8, Personal Communication, March 2014).

“That’s a difficult question because senate bill N 44 is the moving target. The

house has promised not to pass that bill. So in one sense you're -- I mean you're right the presupposition question is if something like that will pass" (P#7, Personal Communication, March 2014).

Belief of Readiness

"I guess we would be a 3.5 because we have a BIA certified person, and because we're connected to other organizations that will probably similarly respond and would likely want to form a collaborative effort" (P#3, Personal Communication, February 2014).

"We're four. One is because we've kicked up our investment in technology, so I have more possible work stations that may be needed. And two, I've kept -- we kind of trained some real capable students, university students that can quickly begin to work for us real quickly over the last year and a half because they are involved with all facets of immigration"(P#5, Personal Communication, February 2014).

"I would say a three. We have also developed the concept paper for a training program that we would provide to other organizations and share our service model so that they could also provide legal services. I think, you know, we're ready. I think we know what it takes. We know how to do it well, efficiently, and effectively. But I suppose we don't have the resources to bring that to scale" (P#1, Personal Communication, March 2014).

"One, because, you know, right now I have four accredited immigration representatives, and one who is just waiting for his accreditation and we always have a waiting list. I mean we always have clients who are waiting to have an appointment with us. So if for example right now a CIR were approved, we don't have enough members"(P#2, Personal Communication, February 2014).

Table 8. Responses for Themes Identified by the Respondents

<p>Funding</p> <p>“Don’t be dependent on the government to sustain an organization like ours, so we’ve tried to work to be self-sufficient throughout this process” (P#5, Personal Communication, February 2014).</p> <p>“We do a lot of local fund raising for different services that we provide, and we will continue fundraising and sending out also donation letters to the community to support the services” (P#10, Personal Communication, March 2014).</p> <p>“Our current strategy for fundraising for capacitating for field offices is through church denominations” (P#7, Personal Communication, March 2014).</p> <p>“There are several funders who are interested, but they are hesitant to release some funds because there is no comprehensive immigration reform or the discussion is not going on” (P#11, Personal Communication, February 2014).</p> <p>“So we really had to realize that we are going to hit this initial wave and you have to have a system set up, you know, for renewals as well that lets us to work pretty much self-sufficiently and then may be later on get some funding, but we can’t rely on funders to come to us first” (P#12, Personal Communication, March 2014).</p> <p>Collaboration</p> <p>“We are very collaborative in the work that we do. We’re part of federal, local, national collaboratives. And the way we see it is all these different collaboratives are going to become a CIR collaborative” (P#12, Personal Communication, March 2014).</p> <p>“We’ll probably get involved with churches throughout the San Fernando Valley and make presentations to -- especially if most of them have evening or adult education. And we will probably do advertisements on school campus. We are not going to be on a big field, we are going local” (P#5, Personal Communication, February 2014).</p> <p>“That kind of trust really helps and that’s why people remember that people’s referrals come from peoples friends. So even if you can’t help someone if you honestly let them know the next person to go to, that’s a good service in itself too” (P#12, Personal Communication, March 2014).</p> <p>“We’re part of the CBO, Community Based Organization Network that meets on a monthly basis, so if there’s anything that’s coming out of USCIS or ICE or anything that people need to know, it’s shared” (P#4, Personal Communication, February 2014).</p> <p>“We will be including school districts. In fact we’re getting school districts right now working with us to put on a program for Covered California. We will be working with school districts to have an event to help people apply for a CIR. And continue to do that over the years but then there are other organizations that we have collaborated with on other issues such as health care acts or other educational issues. We’re just</p>
--

-- the partners that have worked together for many years on many issues impacting the immigrant community, the low income community, people of that kind, we realize that we have to be prepared for a CIR and the day after a CIR passes, what's going to happen" (P#9, Personal Communication, February 2014).

"I guess it could be expected and again it is the cross over between what our immigration staff are doing. When you listen to the media and say the numbers are down or are not what they are expected to be in Covered California because the Hispanic population isn't applying. Well, the main reason for that is the rules for documentation and proof of citizenship for legal residents are barriers so the number one questions and barriers to our covered California staff. All of them are asking immigration questions. So they go over there and they apply for medical and they come back to us and get a fee waiver and become a citizen. So that crossover of same populations of serving common needs, common issues are symbiotic. It's really helping build awareness in our immigration staff about the importance of health care coverage and our health care staff the realities of immigration. That's a good thing. Plus the fact that may be the staff if they have covered California, when that gets maxed out, those people can come over and work for us at immigration" (P#4, Personal Communication, February 2014).

Outreach

"We'll probably use local printed media, get involved with churches throughout the San Fernando Valley, and make presentations to -- especially if most of them have evening or adult education. And we will probably do advertisements on school campus" (P#5, Personal Communication, February 2014).

"I think that there needs to be a lot of education and outreach to let people know who qualifies, what they need to do, where they could go, what questions to have, if they are going to other attorneys or other organizations to get the service" (P#1, Personal Communication, March 2014).

"We have developed an outreach network already that involves catholic parishes, face to face community organization, schools, educators, government agencies, and government officials" (P#12, Personal Communication, March 2014).

"So I would say that the biggest tool that we would use is the media. We would use Spanish media like Telemundo, Video Azteca, and we would really make sure that they are informing people about the requirements and where to go and what to do" (P#1, Personal Communication, March 2014).

Training

"One of the functions of our attorney is to keep staff updated on things. So remember CLINIC we're connected ILRC and IAN all the national networks. So whenever there's a new webinar or a new development like with the N 400, all the staff listened yesterday to that" (P#4, Personal Communication, February 2014).

"Within our organization, we regularly do trainings for our staff, and often times when we do the internal staff training we also invite staff from other community based

organizations to attend the trainings” (P#9, Personal Communication, February 2014).

“we are constantly engaging the DHS officers and offices dealing with the different remedies available for people to get the best knowledge, the best law, and the best way to address the complexities of each one of the remedies and requisites that demand from the clients applying” (P#7, Personal Communication, March 2014).

“We do webinars and telephone conferences and in person training” (P#7, Personal Communication, March 2014).

“Well, right now we have case rounds with all our staff and at those meetings -- part of that meeting is sitting down and talking about policy changes. If anyone has gone to training, they will talk about any interesting takeaways from the training and send notes around. We have like a mini structure of how to do case rounds, and we have a field department and study for procedure guide, so I guess that could be used for a CIR as well” (P#12, Personal Communication, March 2014).

Summary

This chapter covered both the demographics and the qualitative findings of the study. Recognizable categories within things were structures, equipment, and DACA. Repeated places among respondents were churches and schools. People who contribute their effort to the agencies are interns, volunteers, BIA accredited staff, and bilingual personnel. Several ideas that affect readiness for change were the agencies conservative planning, their perceptions of legislation passing, and their beliefs about their readiness for a comprehensive immigration reform. Lastly, themes identified within the study included funding, collaboration, outreach and training. All of these participants were able to describe factors that contributed to their organizations readiness for a comprehensive immigration reform.

CHAPTER FIVE

DISCUSSION

Introduction

This chapter will discuss the results of the research findings. Further, the limitations of the study will be reviewed in this section. The results determined recommendations for future social work practice, policy, and research.

Discussion

Upon analysis of the qualitative data, the study concluded that non-profit immigration organizations are not ready for a comprehensive immigration reform (CIR). Deferred Action for Childhood Arrivals (DACA), collaborations, training, perceptions, and funding were common factors stated by the interviewees. Aspects of these factors were seen to decrease each organization's readiness even regardless of the initial benefit.

Non-profit immigration organizations across the board described DACA as an incremental step towards preparedness of their organization for a CIR. Understanding a consumer perspective with DACA was evident as requests for services were seen in waves. This was consistent with research that arose from Immigration Reform and Control Act (IRCA) of 1986, as was stated in earlier chapters. Further, organizations recognized that providing the community with educational workshops and group processing was a strategic

plan that also served as a screening of eligibility both for the undocumented clients and the organizations themselves. This decreased backlog and increased the amount of undocumented immigrants served. Group processing was effective for the organizations in providing services to a large quantity of immigrants. This proved to be a double edge sword. Organizations learned which ethnic groups would utilize group processing. It was learned that the Asian community does not prefer to participate in group processing as much as the other largest immigrant group, Hispanics. Special considerations need to be arranged for ethnicities not comfortable with group processing. Overall, group processing proved to be one of the most effective measures for undertaking one of the largest reforms in immigration history since IRCA 1986.

Although small cultural differences were recognized with the DACA experience, organizations have still failed to consider the diversity among their consumers. Only one organization took into consideration the effects group processing may have for future a CIR. In addition, no organization mentioned surveying the local consumer's preferences to see how they would be better served. This could jeopardize planning estimates of immigrant utilizations as well as possibly exclude certain ethnic communities.

The second factor that affected an organization's readiness for a CIR was collaborations. Many of the interviewed organizations stated they are currently collaborating with other immigration organization providers and network, schools, churches and collaborations regarding other issues, such as

Covered California. These collaborations have served to compartmentalize strategies for who will provide what type of services and resources during a CIR. For example, national networks will provide trainings about documentation. Schools and churches have and will continue to serve as outreach and structural foundations. In addition, there are organizations that have collaborated with immigration organizations on other issues including health care and education. According to interviewees, they will continue to work together on issues that impact the immigrant community such as in a CIR. A current example of one such collaboration between non-profit immigration organizations and healthcare organizations is a collaboration to address Covered California. This can be seen as a three part collaboration with immigration organizations, Covered California, and the school education system. Upon considering all aspects of collaboration non-profit immigration organizations were more prepared with this particular factor.

Although, collaborations contributed to readiness for a CIR, organization or not considering the long term effectiveness of using churches. These locations may not be equipped to provide continuous weekly housing for immigration organizations. Organizations must view church accommodations as temporary solutions.

An additional factor that positively affected readiness was viewed through training supporting personnel. Supporting personnel in immigration organizations were BIA representatives, interns, and volunteers. Non-profit

immigration organizations' training of staff to become BIA accredited are engaging in capacity building to be able to serve a larger number of immigrants. By training interns and volunteers organizations are learning how to effectively and efficiently train future personnel. Due to the fact that interns and volunteers are on a temporary basis it is important for organizations to have these effective and efficient training procedures in place to be ready for a CIR. Overall, it is essential to train all supportive personnel to provide adequate immigration services for a complex issue.

A factor that contributed to the organizations not being ready for a CIR is the director's perception of a CIR passing. Several interviewees believed there would not be a CIR within the coming years. With respect to their perceptions, there is a low and almost non-existing progress in legislation for a CIR. Ultimately, this perception sets a precedent to lack of progress within an organization as it relates to preparing for change. As explained in the organizational readiness for change theory an employee's perception to change can significantly affect progress.

The last factor that affected these organizations readiness for a CIR was a lack of funding. These organizations do not have adequate resources to currently establish changes necessary to serve a large population in the event of a CIR. Although, there are limited funds available for a CIR many organizations have developed a plan to seek funding from foundations and local sources of support. Organizations are not necessarily seeking funding or

donations for mass changes with CIR but are seeking funding or donations for equipment updates. These updates serve as a more proficient way of processing client data, which overall could serve as an effective way of handling mass client information for a CIR.

Moreover, funding contributed to organizations planning conservatively. Viewing the estimated ratio between the conservative amount of immigrants said to be served by the interviewees and the estimated undocumented immigrant population that will likely seek services is problematic. As a consequence a significant amount of undocumented immigrants will not be served. Respectively, it is understood, through a macro perspective, that conservative planning would likely prevent the organization from going under and closing their doors. Organizations should be aware that multiple agencies are also planning conservatively.

Furthermore, after analyzing the data it was determined that the hypothesis regarding non-profit immigration organizations that were religiously affiliated would fare better in a CIR than their counterpart to be inaccurate. The hypothesis was determined based on the churches longevity with the undocumented population and financial support to religiously affiliated immigration organizations. The hypothesis was inaccurate due to the religious affiliation not being a determinant of organizational readiness for a CIR. Both religiously affiliated and non-religiously affiliated immigration organizations had strong connections to religious institutions. This was due to the religious

community having a strong involvement with the immigrant community rather than the financial support going only to religiously affiliated immigration organizations. Therefore, the correlation between church affiliation and readiness for a CIR was invalid.

Further, the hypothesis regarding immigration organizations that provided services during IRCA and DACA fared better than their counterpart was determined to be inconclusive. This was due to all most of the organizations who participated in the study started providing service before, during or right after IRCA 1986. Therefore, there was not sufficient data to merit a comparison in the study. Although there was not sufficient data to merit a comparison, past experience with IRCA and more so with DACA did significantly contribute to readiness for a CIR as explained above.

Limitations

There are several limitations associated with this study. A limitation associated with this qualitative study is related to validity and reliability. One reason is based on the merits that this qualitative study was based on the natural context currently affecting the immigration organizations interview. For example, a CIR is in the legislative process with slow progress. When replicating this study organizations could be facing a different context such as, a CIR passing, appropriate funding, implementation of proposed plans, and varying perceptions of interviewees.

Validity and reliability was a limitation in the study based on the creation of the instrument by the researchers. Considering no previous research has been conducted using this instrument there were certain measures established to increase the validity and reliability of the instrument. One measure was to base the instrument on a theoretical framework of organizational readiness for change. Another established measure used was inter-rater reliability. Each researcher analyzed the data concerning their particular view of the responses by each interviewee. As a result, there were various discussions to confirm the results.

Another limitation was associated with the organizations that participated this included the small sample size and the state studied. Considering California was the geographical boundary the pool of available organizations was scarce. This was based on often viewed on lack of participation due to high workload of the interviewees and other priorities. Although it was a small sample size, it consisted of twelve percent of the Board of Immigration appeals representing organizations in both Northern (6) and Southern (6) California.

Recommendations for Social Work Practice, Policy and Research

The lack of readiness among immigration organizations has an effect on social work practice. If these organizations continue to be unprepared it will prevent many undocumented immigrants who are financially limited from

seeking services to apply for a change in status during a CIR. Therefore, they will continue to be limited in the amount of social work services they will be able to receive. Based on this view it is recommended that social workers begin to take a more active role in non-profit immigration organizations. Social Work holds a macro view of many topics pertinent to its practice.

Consequently, macro social work demands an abstract manner of thinking, in this regard, immigration. Creating this connection between social work and immigration reform will allow the everyday social worker to become more attentive to this possible component in the clients life.

Upon analyzing the readiness of non-profit immigration organizations, many stated they received a considerable amount of qualified individuals primarily from law schools. A recommendation for social work practice, particularly social work schools, is to become more involved with non-profit immigration organization. This will set a pathway, precedent, and collaboration between qualified student within schools of social work and non-profit immigration organizations. As a result, when a CIR is approved non-profit immigration organizations will have a higher number of qualified individuals readily available from schools of social work. Lastly, this union will ultimately allow for non-profit immigration organizations to be more prepared and serve a higher number of undocumented immigrants.

Social workers need to be encouraged by social work institutions to become involved in policy advocacy. Social workers need to strive for stronger

legislative advocacy on behalf of this disenfranchised population. Social workers are known to advocate for community change. They need to advocate for a change in policy as well as within the community for better resources for the undocumented population.

In addition, organizations need to re-evaluate their current planning measures to address intra-agency policy. The recommendation is for them to consider the previously mentioned factors to address inadequacies in their planning. By addressing these factors and considering the recommendations, organizations will be better prepared for a comprehensive immigration reform.

Upon viewing the data the researchers were able to decipher several recommendations for future research within this topic. Organizations were mostly planning their services based on the estimated population of undocumented immigrants rather than how many and under what circumstances undocumented immigrants are planning to utilize non-profit immigration organizations. Out of the eleven million undocumented immigrants many have varying cultural, economical, and linguistic backgrounds. Further research would require organizations to take a survey of their surrounding undocumented immigrant population to understand how many would likely utilize their services with the passage of a CIR.

Further, this study viewed the perception of the interviewees, as directors rather than the workers perceptions. The perceptions of director as it related to the passing of a CIR could affect their immediate view on planning.

As research indicates the line workers perceptions have an effect on implementation of any policy changes. Understanding their perception of a CIR passing could hinder or support the directors planning progress because there might not be buy in from the workers. Therefore research in understanding workers perception of a CIR is important to the readiness of a CIR.

Conclusions

Comprehensive immigration reform is a large legislative undertaking for the country. As a result decades have past and no reform has been made available. This has contributed to the struggles faced by non-profit immigration organizations to create an implementable plan in the event of a reform. Although, there were positive aspects with factors such as collaborations and trainings, the negative factors such as funding, perceptions, and a lack of learned experience from DACA outweighed the readiness for change. As a result, social workers must continue to advocate for a reform to make the director's planning effort worthwhile.

APPENDIX A
LETTER OF SUPPORT FROM CATHOLIC CHARITIES

Letter of Support from Catholic Charities

Date, 2014

Dear Ms/Mr.xxxxxxxxxxx,

This is to inform you that Catholic Charities San Bernardino & Riverside Counties' Refugee and Immigration Services is working with two MSW graduate students from California State University San Bernardino School of Social Work, Sandra Molina and Deserae Quezada.

Their research is attempting to understand the action steps that directors and other leaders of nonprofit immigration services are taking now or plan to take in the future to prepare for possible Comprehensive Immigration Reform (CIR). Your participation in this study will yield valuable information about how non-profit immigration programs are planning to quickly expand immigration services to address the anticipated dramatic increase in the need for services when aspects of Comprehensive Immigration Reform become law.

The results and analysis of the data collected in the study will be valuable information for immigration programs that are in the process of determining the best path to prepare for CIR. It is a goal of the study to share the results with other immigration programs, so they may choose to implement the planning practices revealed in the course of the study and/or build upon those practices as appropriate for their local reality.

Ms. Molina or Ms. Quezada will be contacting you by telephone in the near future to invite you to participate in their study. Your participation will involve one interview lasting approximately forty-five minutes. Interviews will be conducted after the first of the year, and the interview may be in person or over the phone. All responses will remain confidential.

I encourage your participation. There is much we can learn from one another as we each face the same goal to best serve our local immigrant communities.

Thank You,
My-Hanh Luu, Director
Refugee and Immigration Services
Catholic Charities San Bernardino & Riverside Counties
909-388-1239 ext 332
mluu@ccsbriv.org
Cc:
Ken F. Sawa, MSW, LCSW
CEO/Executive Vice-President

APPENDIX B
LETTER OF INVITATION

Letter of Invitation

Date, 2014

Dear Ms/Mr.XXXXXXX,

As Masters of Social Work (MSW) graduate students from California State University San Bernardino School of Social Work, we, Sandra Molina and Deserae Quezada, are inviting you to participate in our study.

Our research is attempting to understand the action steps that directors and other leaders of nonprofit immigration services are taking now or plan to take in the future to prepare for a possible Comprehensive Immigration Reform (CIR). Your participation in this study will yield valuable information about how non-profit immigration programs are planning to quickly expand immigration services to address the anticipated dramatic increase in the need for services when aspects of Comprehensive Immigration Reform become law.

The results and analysis of the data collected in the study will be valuable information for immigration programs that are in the process of determining the best path to prepare for CIR. It is a goal of the study to share the results with other immigration programs, so they may choose to implement the planning practices revealed in the course of the study and/or build upon those practices as appropriate for their local reality.

Your participation will involve one interview lasting approximately forty-five minutes. Interviews will be conducted after the first of the year, and the interview may be in person or over the phone. All responses will remain confidential. We will be contacting you by telephone in the near future to invite you to participate in our study.

There is much to learn from each participating immigration organization as each face the same goal to best serve the local immigrant communities.

Thank You,

Sandra Molina
MSW Student
(951) 907-9559
molis304@coyote.csusb.edu

Deserae Quezada
MSW Student
(909) 609-6078
quezd301@coyote.csusb.edu

APPENDIX C
INFORMED CONSENT

INFORMED CONSENT

The purpose of the study in which you are being asked to participate is to explore non-profit immigration organizations readiness for change in the event of a comprehensive immigration reform. This study is being conducted by Sandra Molina and Deserae Quezada under the supervision of Dr. Thomas Davis, Professor of Social Work, California State University, San Bernardino. This study has been approved by the School of Social Work Sub Committee of the Institutional Review Board, California State University, San Bernardino.

If you agree to participate in the study, you will be asked to complete an in person or phone interview that has an approximate completion time of 45 minutes. You will be answering a 24 item questionnaire. Your participation is voluntary; refusal to participate will involve no penalty or loss of benefits to which you may otherwise be entitled to. You may choose to discontinue participation at any time without penalty or loss of benefits.

Your participation in this study will be kept confidential. Audio recordings will be labeled with the date of the interview and provided a number to each organization. This will be used to refer to our analysis of your organization with numbers and not names to maintain your confidentiality. Your responses will be kept confidential and are available only to the research team for analysis purposes.

Your participation in this study will be beneficial because it will yield valuable information about how non-profit immigration programs are planning to quickly expand immigration services to address the anticipated dramatic increase in the need for services when aspects of Comprehensive Immigration Reform become law. The results and analysis of the data collected in the study will be valuable information for immigration programs that are in the process of determining the best path to prepare for CIR. It is a goal of the study to share the results with other immigration programs, so they may choose to implement the planning practices revealed in the course of the study and/or build upon those practices as appropriate for their local reality. There are no foreseeable risks to your participation in this study.

You can contact Thomas Davis at 909-537-3839 or tomdavis@csusb.edu for answers to any questions about this research, your rights, and in the event you feel you may have sustained any research-related injuries. The study results may be found online in the PFAU library at California State University San Bernardino in the summer, 2014.

AUDIO: Please mark one

_____ I agree to the audio recording of this interview.

_____ I do not agree to the audio recording of this interview

I have read and understand the consent document and agree to participate in your study.

Mark: (Please sign with an "X", no names please.)

Mark: _____ Date: _____

APPENDIX D
QUALITATIVE INSTRUMENT

Qualitative Instrument

Demographics:

1. What year did your organization begin providing immigration services for undocumented immigrants?
2. Can you estimate the percentage of the different ethnic populations your organization currently serves?
3. Are you a religiously affiliated organization?
4. How many BIA accredited staff members work for your organization providing immigration services?
5. How many non-legal staff members work for your organization providing immigration services?
6. How many volunteers work for you organization providing immigration services?

History:

7. Did your immigration organization provide services during the Immigration Reform and Control Act of 1986 (IRCA)?
_____Yes (answer question below: a) _____No (go to question 8)
 - a) What lessons were learned about your organization's readiness to change from IRCA that better prepared your organization for future immigration reform?
8. Did your organization provide services during Deferred Action for Childhood Arrivals (DACA)?
_____Yes (answer question below) _____No (go to question 9)
 - a) What lessons were learned about your organization's readiness to change from DACA that better prepared your organization for future immigration reform?

NOTE: The following questions will refer to a Comprehensive Immigration Reform (CIR). A current example of a CIR is The Border Security, Economic Opportunity, and Immigration Modernization Act of 2013.

Current CIR:

9. On a scale of one to five, one being least ready and five being the most ready, where do you feel your organization stands in its need to change for CIR?
10. How many undocumented immigrants does your organization anticipate it will need to serve in your region with the passage of a CIR?

Funding:

11. Does your organization have a plan to allocate financial reserves towards changes for a CIR? Please explain
12. Has your organization considered strategies to obtain private contributions to support expenses for CIR? Please explain.
13. Is your organization currently applying for funding to implement necessary changes for a CIR? Please explain.

Staff Involvement:

14. If your organization is currently preparing for a CIR, which staff are participating in the preparation process?
15. Does your organization have multilingual staff available for the ethnic populations your organization anticipates to provide services to? If so, what are the different languages spoken?
16. In your opinion, does your organization have enough staff/volunteers available to currently meet the needs of undocumented immigrants seeking services?
17. How do you plan to acquire more staff/volunteers based on the anticipated needs of a CIR?
18. Do you anticipate any current employees becoming BIA accredited?
19. Does your organization anticipate hiring BIA accredited individuals in the event of a CIR?

20. Does your organization have the appropriate training measures regarding policy changes for all staff including volunteers that could then be used for CIR? Please explain.
21. How does your organization plan to promote outreach services upon the passage of a CIR? Please explain.

Structural Availability:

22. Is there a plan to acquire physical space to expand operations with the implementation of a CIR? Please explain.
23. Does your organization have a plan to acquire the necessary office equipment for staff/volunteers to perform their job upon implementation of a CIR?

Collaboration:

24. Has your organization considered strategies to collaborate with any organization to support your outreach for CIR? Please explain.

APPENDIX E
DEBRIEFING STATEMENT

Debriefing Statement

Thank you so much for participating in this study. Your participation was very valuable to us.

We know you are very busy and very much appreciate the time you devoted to participating in this study.

If you would like more information about organizational readiness to change for a comprehensive immigration reform, you may be interested in the following :

Websites

<https://cliniclegal.org/>
<https://cliniclegal.org/resources/handbooks-guides-reports/preparing-comprehensive-immigration-reform-earned-pathway>
<http://www.immigrationadvocates.org/>

ARTICLES ABOUT IMMIGRATION REFORM

The Case for Legalization: Lessons Learned from 1986 and Recommendations for the Future- By Donald Kerwin and Charles Wheeler, CLINIC.

Legalization Readiness: Gathering Supporting Documentation - By Peggy Gleason, CLINIC.

Will History Repeat Itself? A Guide to Immigration Legalization Preparation - By Peggy Gleason, CLINIC.

Structuring and Implementing an Immigrant Legalization Program: Registration as the First Step – By Donald M. Kerwin and Lauren Laglagaron, Migration Policy Institute

It is very important that you do not discuss this study with anyone else until the study is complete. If you have any questions or concerns, you may contact Dr. Davis at tomdavis@csusb.edu or 909-537-3839.

Thank you, again, for your participation

Sandra Molina

Deserae Quezada

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ASSIGNED RESPONSIBILITIES PAGE

This was a two-person project where authors collaborated throughout. However, for each phase of the project, certain authors took primary responsibility. These responsibilities were assigned in the manner listed below.

1. Data Collection:

Team Effort: Sandra Molina and Deserae Quezada

2. Data Entry and Analysis:

Team Effort: Sandra Molina and Deserae Quezada

3. Writing Report and Presentation of Findings:

a. Introduction and Literature

Team Effort: Sandra Molina and Deserae Quezada

b. Methods

Team Effort: Sandra Molina and Deserae Quezada

c. Results

Team Effort: Sandra Molina and Deserae Quezada

d. Discussion

Team Effort: Sandra Molina and Deserae Quezada