

THE CASE

Governor Snyder has prioritized making Michigan a state that is welcoming to immigrants and refugees, with particular emphasis on utilizing skilled immigrants to help grow Michigan's economy and create more jobs. One of his first steps included creating the Michigan Office for New Americans (MONA) in 2014. Since then, his administration has worked to sponsor bills with pro-immigrant language and launch programs aimed at leveraging the talents of immigrants and refugees. Michigan continues to be one of the top five states in the country in terms of number of refugees accepted, having resettled approximately 5,000 in 2016 alone, accounting for about 5% of all arriving refugees.¹ See program booklet for additional background information on the screening and arrival process for refugees. With such a substantial and growing presence of refugees, cities and localities across Michigan have taken deliberate steps to welcome these individual refugees into their communities.

However, there is much work to be done. Refugees face a myriad of economic and social challenges upon arriving in the US. Initial struggles include language barriers, underemployment, discrimination, unfamiliarity with or inadequacy of transportation, and lack of understanding of the labor market. All these factors contribute to lower earnings, higher unemployment, and higher reliance on government support.² Requirements in the U.S. for licenses and certifications for certain occupations can often prevent skilled refugees with experience in a particular field from being able to get a job for which they are qualified.³ It takes about 10 years for refugees to reach similar rates of labor force participation and business ownership as US-born workers, and have learned to speak English with relatively high proficiency.⁴

Yet many refugees remain isolated and struggle to integrate into their communities. Due to cultural values and challenges in the application process for social welfare programs, many refugees do not gain access to the full range of resources potentially available to them.⁵ Additionally, the dialogue around refugees, as well as efforts of many NGOs, focuses on changing the current perception that refugees are an economic burden and pays less attention to outcomes like social integration and civic engagement.⁶

In some areas, as negative attitudes and misperceptions among groups persist, refugees become the targets of conflict, violence, and hate crimes.⁷ On the other hand, many native-born residents who would be willing to lend a hand are simply unaware of refugees living in their communities. Refugees who participate and engage in their communities experience higher rates of well-being and integration, and social integration aids in developing non-native language capabilities and other skills necessary for success.⁸ But barriers such as English-only community notices and lack of translators create obstacles that prevent this participation.⁹

¹ <http://www.freep.com/story/opinion/contributors/raw-data/2017/01/31/raw-data-refugees-michigan-numbers/97238722/>

² O'Sullivan, Damian. Economic Impact of Refugees on the Buffalo Area. International Institute of Buffalo, July 2014.

³ <https://www.americanprogress.org/issues/immigration/reports/2016/06/16/139551/refugee-integration-in-the-united-states/>

⁴ <https://www.americanprogress.org/issues/immigration/reports/2016/06/16/139551/refugee-integration-in-the-united-states/>

⁵ O'Sullivan, Damian. Economic Impact of Refugees on the Buffalo Area. International Institute of Buffalo, July 2014.

⁶ <http://dx.doi.org/10.1080/13621025.2011.600072>

⁷ <http://onlinelibrary.wiley.com/doi/10.1002/jcop.10012/abstract>

⁸ <http://onlinelibrary.wiley.com/doi/10.1002/jcop.10012/abstract>

⁹ <http://onlinelibrary.wiley.com/doi/10.1002/jcop.10012/abstract>

Governor Snyder has called on your team of external policy experts to advise on a new strategy for refugee resettlement in the state. This strategy should address *both* economic and social integration of refugees.

Case Question Part 1: On which outcome should Governor Snyder focus in order to facilitate the social and economic integration of refugees? It is up to your team to choose an outcome that impacts both economic empowerment and social integration.

- ◆ Language Acquisition
- ◆ Employment
- ◆ Education
- ◆ Health

Teams may pick one outcome. The answer cannot be “all of the above”. While this may be ideal in the long-term, Governor Snyder would like to know which outcome to focus on given limited political capital and resources. For the purposes of this case, please focus on outcomes for adult refugees. Points will be allotted based on the way you justify your outcome, not which one you pick. Any outcome can make a winning case.

Case Question Part 2: What is the best approach for achieving this outcome? Who are the necessary actors, and what are the potential risks given the current political and funding climate?

Questions to consider in developing your strategy recommendations:

- ◆ Outcome Justification: Why is the outcome your team has selected most likely to facilitate both economic empowerment and social integration? How does it affect the specific challenges that refugees face? What are the tradeoffs in considering your chosen outcome over the other options?
- ◆ Strategy Rationale: What are the benefits, risks and challenges of your proposed strategy? What are the relevant contextual factors that you considered, including politics, funding, and cultural climate?
- ◆ Viability: Who are the key stakeholders and how should they work together for success? This could include any mix of state or local government, private and nonprofit partners and agencies, and community organizations, or other relevant actors. How will Governor Snyder communicate this new strategy to the public effectively? What risks should be considered and what are potential mitigation strategies? Consider both potential opponents and allies.

FORMAT & RULES

The Basics

All participants have been broken up into eight (8) teams of five (5) with a mix of students from each respective institution.

Each team will break off to their designated spaces to design a policy solution to the problem presented by Governor Snyder's office. Teams may do additional research as desired; any statistics or quotations used should be cited.

There are two rounds of competition. In round one, teams will be broken into two groups and simultaneously present to the two judges. Each team will have 10 minutes to present and 5 minutes for Q&A. The winning team in each subgroup will advance to a final round.

In the final round, the two semi-finalist teams will present to all four judges. Finalist teams will be asked to present their policy proposal for a second time, and must be prepared to field questions from the full panel of judges for 10 minutes (compared to 5 minutes in the first round).

Additional Information

- ◆ Each team will have 4.5 hours to prepare their analysis and PowerPoint presentation (from 10:15 am to 2:45 pm), with an additional 30 minutes to rehearse their case delivery (from 2:45 pm to 3:15 pm).
- ◆ Any questions regarding the case should be sent to kyocky@umich.edu by 10:45 am. Soon after, an email answering all delegate questions will be sent to all participants.
- ◆ A minimum of three (3) of the five (5) team members must present for at least one minute each. Beyond this minimum threshold, presentation time does not have to be equally distributed.
- ◆ Slide decks are due 30 minutes before presentations are set to begin. Please send a PDF version to kyocky@umich.edu. There will be no changes allowed after 2:45 pm. Use the PowerPoint slides provided to all participants via email after the case introduction.
- ◆ Presentations may be no longer than 8 slides (excluding the cover page). Keep in mind you will only have 10 minutes to present.
- ◆ Presentation time limits will be strictly enforced.
- ◆ Delegates will not be permitted to watch other teams' preliminary round presentations.

Grading Rubric

	Awarded / Points Possible
Content	
Clearly identifies the central outcome to be addressed and strategy approach	/5
Justification of initial outcome choice (team must specify 1 of 4 areas)	/10
Consideration of tradeoffs in choosing your outcome over the other options	/10
Effective integration of case background/context into analysis	/15
Rationale of chosen approach (benefits, challenges, contextual factors)	/15
Viability of proposal (stakeholders, communication tactics, risks and mitigation strategies)	/15
Overall creativity or uniqueness of proposal	/10
Presentation	
Overall presentation quality	/ 5
Team involvement: minimum threshold of three of the five team members presenting for at least one minute each is met (Conference organizer will time)	/ 5
Ability to field questions and provide quality answers	/ 10
Total	/100

FINAL ROUND

In the final round, the scoring rubric will be the same as above, with the exception of an additional 30 points available the following items:

Incorporation of judges' feedback	/10
Clarity/depth/quality of responses	/10
Team coordination in addressing questions	/10