

Empowering Asian-Owned Businesses in the Greater Boston Area

Inclusion Dynamics within AAPI Businesses in
Greater Boston

Team E: John Cruz, Derick Sizemore, Xuran Wu &
Odalys Torres



Table of Contents

<u>Executive Summary:</u>	2
<u>The Problem of AAPI Inclusion for Entrepreneurs</u>	2
<u>The AAPI Entrepreneurial Landscape in Boston</u>	2
<u>The AAPI Entrepreneurial Inclusion Dynamics in Boston</u>	4
<u>Goal and Objectives</u>	6
<u>Policy Options</u>	6
<u>The Status Quo</u>	6
<u>Expansion of Collaboration with the Boston Public Library</u>	7
<u>City Liaison - Lobbying the City of Boston</u>	8
<u>Building a Virtual Platform</u>	9
<u>Criteria for Assessing Alternatives</u>	10
<u>Evaluation of Options/Alternatives:</u>	11
<u>Evaluation Matrix</u>	11
<u>Trade-Offs</u>	12
<u>Policy Recommendation:</u>	11
<u>Conclusion</u>	13
<u>Endnotes:</u>	15

Executive Summary

Asian Americans and Pacific Islanders (AAPIs) are an integral part of the societal fabric of Boston. The AAPI community is the fastest-growing group by race in Boston, contributing significantly to the rich landscape of diversity. There is a strong entrepreneurial drive within the AAPI community, leading to the development of hundreds of small businesses. All small businesses face challenges. However, there are some unique challenges with the AAPI community. One major challenge is the inclusion of different Asian races within the AAPI community on an entrepreneurial landscape in Greater Boston.

Organizations like the Asian American Civic Association work with the AAPI community and within the different subgroups to bring entrepreneurs together. These actions support entrepreneurs and their families and the community at large. The Asian Business Training and Mentorship Program, a business incubator model, developed by the Asian American Civic Association, fosters an environment that connects entrepreneurs to resources and the skills necessary to succeed in the business world. Programs like this work to strengthen the community, and ABTM should expand with additional language capabilities which would create inclusiveness, cost-effectiveness, equity, efficiency, sustainability in policy, and administrative feasibility.

The Boston Public Library provides extensive resources to the AAPI Community. Including Anti-AAPI Violence resources, Small Business Connections, and immigration information. The library has an existing relationship with Boston Mayor's Office for Immigrant Advancement. The City of Boston faces numerous challenges, including but veritably not limited to the cost of housing, discrimination, and others. Finally, we recommend setting online community resources on professional social media applications to utilize digital collaboration.

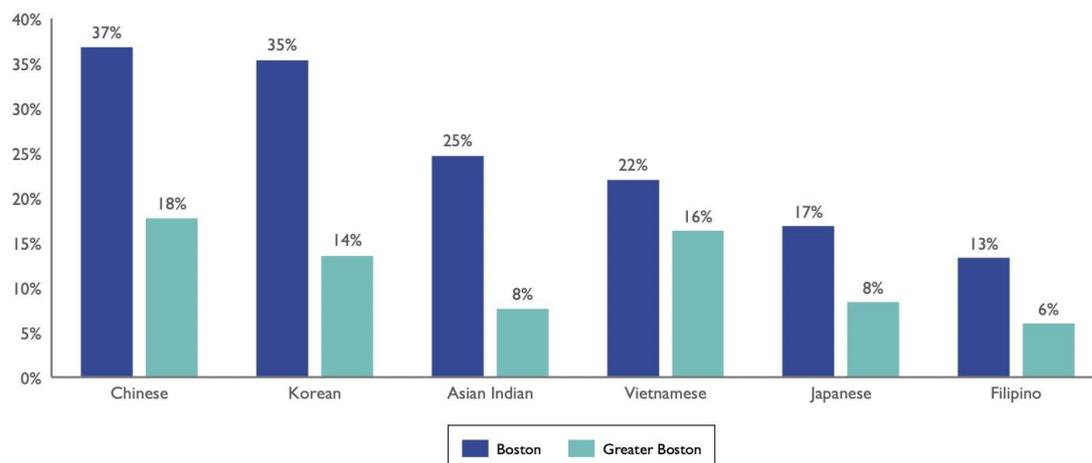
The Problem of AAPI Inclusion for Entrepreneurs

The AAPI Entrepreneurial Landscape in Boston

In Boston, Asian American and Pacific Islander (AAPI) communities have experienced an increasingly growing population in recent decades. Between 1990 and 2019, the number of Asian Americans grew by 245%, which means they are the fastest-growing single racial group in the Greater Boston area¹. According to the 2020 Census, one in 10 Bostonians is Asian American, but problems have also surfaced as the community continues to grow. AAPI members are notable as an economic power and

control nationally over half a trillion dollars in spending power annually². These aggregate numbers and pervasive stereotypes of Asian Americans as the “model minority” veiled some cruel truths. AAPI communities are the most economically divided racial group within the US, with the top 10% earning more than 10.7 times the bottom 10%³. The US average for all races is 8.7%.

Poverty rates by nationality: Boston vs. Greater Boston, 2019.



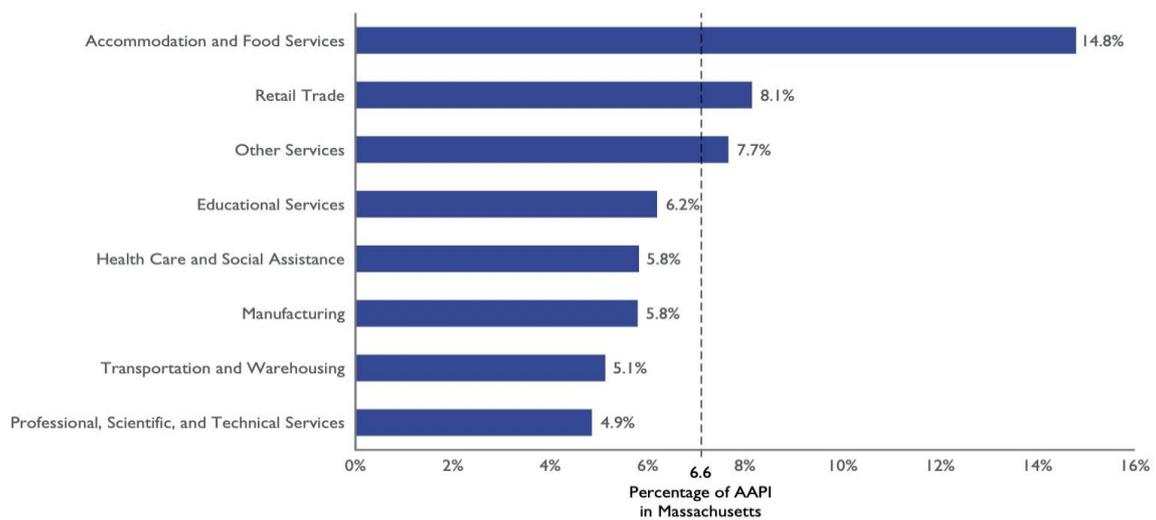
Source: 2015-2019 American Community Survey 5-year Estimates.

Figure 1

As Figure 1 shows, Asian poverty varies greatly by nationality in Greater Boston. The poverty rates of Chinese and Korean groups in the City of Boston are significantly higher than other groups, respectively 37% and 35%. In Greater Boston, the Chinese group still ranks first in the poverty rate, while the second group has become the Vietnamese group. This indicates that groups with more population in AAPI communities may experience higher financial disparity. The highest concentrations of AAPI poverty are found within the city limits of Boston, with significantly less poverty occurring within the greater Boston area.

In Boston, more than 40,000 small businesses generate more than \$15 billion in annual revenue and employ 170,000 people⁴. AAPI communities retain the highest rate of business ownership of all minorities. Economically, take the year 2017 as an example, AAPI residents earned \$19.4 billion and paid \$1.5 billion in state and local taxes, representing a powerful economic contribution group⁵.

Share of MA entrepreneurs that are AAPI by sector, 2019.



Source: 2015-2019 American Community Survey Public Use Microdata Sample

Figure 2

As Figure 2 exhibits, many AAPI entrepreneurs operate in the accommodation and food services sector in Massachusetts. This is also the sector that has suffered most throughout the Covid-19 Pandemic. The rise of anti-Asian sentiment during the pandemic has taken a psychological and financial toll on the Asian American community. Some Asian-owned businesses were being vandalized and destroyed. Asian business owners started to operate in fear, which further aided the economic crisis regarding businesses during the ongoing pandemic.

Many Asian businesses are rebounding from the pandemic; however, some business owners feel that there is still a bias, and the sentiment of insecurity lingers, which may arouse isolation and impede reaching out and networking in the AAPI entrepreneur groups.

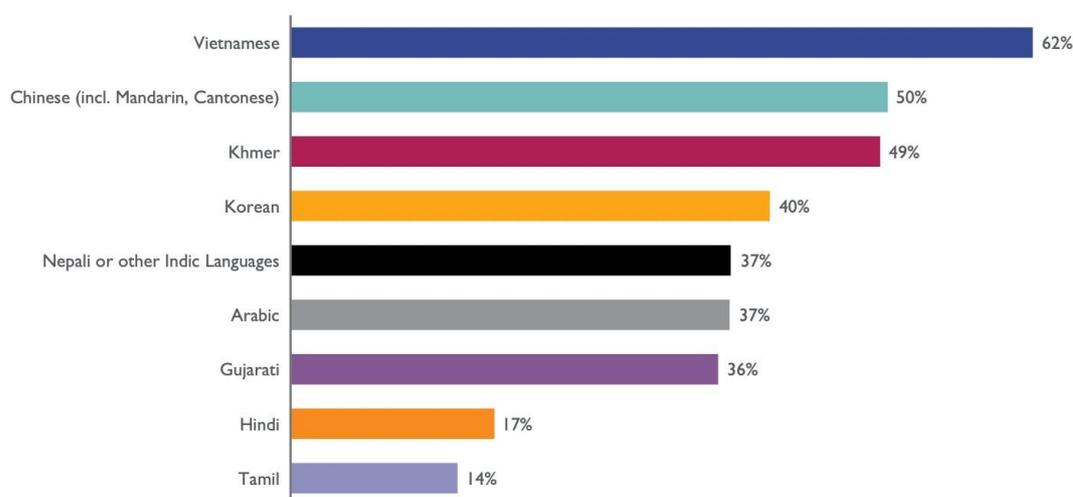
The AAPI Entrepreneurial Inclusion Dynamics in Boston

Even though AAPI members have a higher rate of entrepreneurship, the dynamics are not that inclusive within and exterior the communities. Language barriers and biases hinder intergroup inclusion, while city liaisons and supplement services lag for more inclusive dynamics overall for the AAPI businesses.

Linguistic diversity enriches the cultural diversity and prosperity of the AAPI communities. Still, the range of English proficiency among different AAPI groups interacts with this diversity, making it a barrier for organizations and public sectors to

conduct surveys and capture data about AAPI populations and connect with smaller communities that have lower levels of English proficiency. As Figure 3 shows, around 60 percent of Vietnamese speakers and half of Chinese (including Mandarin and Cantonese) and Khmer speakers speak English less than “*very well*,” compared to fourteen percent of Tamil speakers and seventeen percent of Hindi speakers. Short English fluency can create difficulties in negotiating extensive bureaucracy around social services when insufficient translation services are offered.

Percent of speakers that speak English “less than very well,” Asian languages spoken at home with 7,500+ speakers in MA.



Source: 2015-2019 American Community Survey 5-year Estimates; Table B16001

Figure 3

Regardless of the various groups within the community, specific cultural norms are shared despite their different origins. Within the AAPI community there is a higher interdependency, which leads many to ultimately lower an acceptance of risk, and as well leads there to be a tendency to trust only with their intuition. These three central norms shape AAPI entrepreneurs’ behaviors. Within the AAPI community, the family has weighed much more importance than the individual. “Instead of taking the perspective of the ‘self’ and asserting one’s rights, benefits, and boundaries, Asians are enculturated since childhood to be concerned with others’ opinions and how they will be regarded and received.”⁶ Family ties are relatively more concerned for the AAPI community. This can be perceived in the pattern that most AAPI businesses start with family support rather than loans from banks. However, such an interdependent mindset could constrain individuals within the AAPI community from those who share the exact origin. In the focus group, a business owner mentioned that her father was criticized for working “too hard” and being

labeled “greedy” by his peers. So instead of reaching out and networking with others for more resources and support, a focus group individual (Tran) managed their family business in a relatively solitary way for years.

A common challenge within the AAPI business community in Greater Boston was limited access to resources, especially with the AAPI community inclusion dynamics. Frank, an AAPI insurance agency owner, mentioned that many people had stopped eating out during the pandemic, affecting small business owners. These owners had to lay off staff to maintain the business. Some staff members chose to leave the industry, resulting in the current labor shortage. Additionally, inflation adds additional pressure on business owners who now pay higher prices for materials. Peter, a Boba tea shop owner in Brighton, echoed this sentiment. His biggest challenge is labor. Xiaoyan, a business owner that supports Chinese restaurants, added to the challenge of reopening restaurants for dining inside. Her clients have noticed a dramatic decrease in patrons dining inside, so many have focused only on takeout and delivery. Many restaurant owners reported a lack of information about PPP (Paycheck Protection Program), and other COVID-19 relief efforts prevented them from accessing government grants and loans.

Goals and Objectives

The project aims to provide actionable policy recommendations that support the AAPI community in Boston, promote inclusion within the business ecosystem, and support business clusters with additional opportunities for funding. However, after conducting an analysis based on existing research, academic works, news articles, and focus groups, it is understood that there are significant nuances within the AAPI community. The section below presents the policy options crafted to address the problem.

Policy Options

The Status Quo

Currently, in the present, the Massachusetts Office of Immigrant Advancement (MOIA) and the City of Boston have existing liaisons assigned to Chinatown, Boston Little Saigon Cultural District, and other low-moderate-income communities. The City also has neighborhood liaisons such as Chulan Huang, the service contact for Chinatown, Downtown, and Leather District. NGOs like Asian American Civic Association (AACA) provide AAPI businesses with education, occupational training, and social services.

The Asian Business Training and Mentorship program launched by AACA this year has successfully fostered an opportunity that supports small AAPI businesses regardless of their heritage and encourages communications for entrepreneurs. This is no small task given the diversity of AAPI languages and cultures. The ABTM can now deliver training and resources in Mandarin and Japanese; the challenge will be to find individuals with Vietnamese, Kymer, and other Asian language and cultural capabilities. The AACA could expand on the language barriers of the AAPI community and recruit students from academic institutions of AAPI background and or collaborate with international AAPI students for translation. This could expand the reach of the ABRM program and open more opportunities within AAPI communities.

Expansion of Collaboration with Boston Public Library

Group inclusion dynamics include the cultural and environmental feeling of belonging in a group dynamic. Therefore, implementing a policy option that allows for expansion and collaboration is critical to meeting the objectives set out by the team. The Asian American Civic Association can implement partnerships for the Asian Americans and Pacific Islanders community to feel represented and contribute to the local business landscape. To achieve longtime benefits, AAPI community members need to access resources that support their mental well-being and support their needs.

The Asian American Civic Association can form a partnership with the Boston Public Library to reduce the language barriers faced by some AAPI community members. The Boston Public Library currently offers a language learning program called “English for Speakers of Other Languages”⁷. The program provides many of the AAPI languages with resources for learning English. The resources are free and only require the Boston Public Library membership to access this program.

The Boston Public Library supports the AAPI community with resources on Anti-AAPI violence, workshops, mental health resources, and cultural events⁸. A working relationship could have a lasting positive impact on the Boston Public Library and the AACA. The partnership could expand the reach of both organizations while supporting the community. The resources provided by the Boston Public Library support breaking down cultural walls that prevent group inclusion with the AAPI community by providing opportunities for all AAPI community members. Further, the library offers resources to all entrepreneurs,

including access to legal advice, small business workshops, and additional networking events.

City Liaison – Lobbying the City of Boston

The City of Boston is facing a series of challenges: climate change, housing accessibility, the racial wealth gap, and much more. It did not come as a surprise when the city elected its first Asian-American and woman Mayor. This known progressive figure has been advocating for taking the tough fights and with a unique life experience. Since taking office,

Mayor Michelle Wu has focused on her campaign promises of fighting for a city-wide new green deal and implementing some form of rent control. Where does the Asian American Office of Advancement play a role? It plays a role throughout her agenda, the rise in high-rise luxury condos in Downtown Crossing is a threat to housing opportunities for Asian Americans in the City, and the entrance of outside investors is a warning to those trying to build a business in the City.

Before organizing around implementing a dedicated office for Asian-American Advancement in Boston it is important to shape the idea of how it would look. Using as a base the newly installed office of Black Male Advancement, which was designed to “improve outcomes and reduce systemic barriers to advancement for Black men and boys living in Boston”⁹, this office would strive to help those of Asian descent in the City to take advantage of existing programs to create or promote a business, serve as a liaison with community members and be a listening ear for the Mayor and her cabinet for the interests and goals the community. The central idea is for it to be an office by the mayor's appointment, similar to the Massachusetts Asian American Commission. Still, a full-time position focused on the region's needs and with a clear goal: helping the Boston AAPI community grow their business, housing opportunities, and other necessities.

The lobbying of City Hall to implement an office of Asian-American Advancement will have to start with Councilor Ed Flynn. Mr. Flynn currently presides over the legislative body of the City but also represents the 12th District which covers a significant part of Boston's Downtown Crossing, home to a diverse coalition of Asian-American residents and businesses. Holding meetings with community leaders and Mr. Flynn to advocate for the importance of the office will provide a space to put our foot on the door in City Hall and exchange ideas with a proven public servant. However, setting up a town hall-style meeting

is easy, but getting people to show up is the actual challenge. To connect with residents and advocates in the area, we will work with students in Northeastern University that speak Mandarin, Cantonese, Japanese, Malayalam, and more to promote the event as a multilingual and multicultural event. This will tackle the communication barrier between the organizers and the event attendees. Second, we will create a Facebook group (which allows statements and messages to be translated) to create a central hub for messages, advocacy, and announcements. This will help us filter questions and connect with people on the virtual scene. Third, we will invite the director of neighborhood services of Boston, Enrique Pepen (An alumni of Northeastern's MPA program), to represent the City and its Mayor. This will allow us to have an official listening ear that can provide feedback to the Mayor and her Chief of Staff about our organizing effort in the neighborhood.

The importance of this effort is not to explain the challenges of the AAPI community to the mayor, she has lived them throughout her life and is probably the most aware person in Boston, the mission is to elevate the issues to the priority list in a city where there are a million little fires everywhere. For years the AAPI community has been waiting for their turn and being complacent about waiting for change. However, with a historic mayor, their time has come, and we are here to elevate their voices and make sure the top floor of City Hall is listening. This is why it's crucial to partner with the community and elected and appointed leaders to build a productive and fool-proof coalition focused on the goal of advancing AAPI goals and lives.

Building a Virtual Platform

There is a well-known saying that time is money, and this is certainly true for entrepreneurs. Therefore, every option that we consider must provide value for its stakeholders. We found no mechanism that facilitates communication between different AAPI communities through our research. However, there is an appetite for entrepreneurs to have the ability to exchange information quickly, share lessons learned, and collaborate on future projects.

It is not surprising that in 2022 social media will be a persistent force in our lives. Many entrepreneurs use popular applications like TikTok, Instagram, Snapchat, and Facebook to connect with prospective consumers in Boston¹⁰. However, using these applications for

professional networking has many drawbacks. These applications are designed to entertain users with content and advertisements.

Within the Asian community, there are several very popular social media applications¹¹. One of the most popular applications is WeChat, with 1.2 billion active users. WeChat is the dominating social media application in China. It is currently used by some Chinese Entrepreneurs to connect to their Chinese Clients. However other Asian countries use other applications. In South Korea, Naver is a popular search engine that offers social media services, and Kakao Talk is used as the most common mobile messaging service. The most popular social media site is Line, followed by Twitter in Japan.

With the plethora of platforms, we do not recommend adding another platform. Instead, we recommend creating a group space on the Asian American Civic Association's LinkedIn Page¹². As with all online forms, meeting like-minded individuals can help to foster a positive professional environment. LinkedIn is focused as a platform as a business space.

There are several advantages to creating this group. It will be easy to implement, with no financial expenditures required. However, to create value for the AAPI community, relevant content must be completed and distributed on the group page. The page can help celebrate the successes within the community and help to share available resources.

Criteria for Assessing Alternatives

- **Administrative Feasibility:** The likelihood that the AACA can implement the policy or be able to deliver the recommendation accordingly.
- **Efficiency:** Whether the alternatives can be carried out on a long-term basis with the least number of interruptions.
- **Equity:** Protection from the hazards of being an AAPI business owner and access to the resources regardless of their nationality, income, etc.
- **Policy Sustainability:** Whether the alternatives can be long-term or short-term and are able to mandate the inclusion of environmental and social issues.
- **Cost-Effectiveness:** On a long-term basis, can the alternative produce beneficial results without costing a lot of money.

- Inclusiveness:** Equal access to resources like the alternatives for members of the AACA who can be excluded from certain aspects, like those who have a lack of inclusivity in an entrepreneurial landscape.

Utilizing many resources to form recommendations and an alternative solution, criteria that administrative feasibility, equity, inclusiveness, cost-effectiveness, efficiency, and policy sustainability. In evaluating administrative feasibility, there was a need to assess the workload of existing successful programs, along with the current programs. It was carefully considered with each recommendation's equity and inclusiveness impact on the AAPI community, there was a need to ensure that it did not create a bias against and that through any subgroup it needed to support the overall community.

Further, it was evaluated that the cost of the required resources was a necessity for a criterion. Through this, it included the value of time, the financial cost, and the long-term commitments needed to maintain the policy option. In the end, policy sustainability was carefully considered. The political viability of the options was assessed by whether these programs will all require time to achieve their full intended effect on the community. The criteria were rated on a low, moderate, and high scale.

Evaluation of Options/Alternatives

The Evaluation Matrix

Evaluating Policy Options	Evaluative Criteria						
Policy Alternatives	Administrative Feasibility	Efficiency	Equity	Policy Sustainability	Cost-Effectiveness	Inclusiveness	Overall Score (Highest is 18 pts)
Retain Status Quo	3	2	3	1	3	2	14 pts
Expansion of Collaboration with Boston Public Library	3	1	3	3	3	3	16 pts
Lobby City Liaison for AAPI Advancement	3	1	1	3	3	3	14 pts
Build a Virtual Platform	3	2	1	3	1	3	13 pts

*Note: 1-Low; 2-Moderate; 3-High

Policy Recommendation

The biggest challenge appears to be the language barrier. It's why we must tackle it by utilizing existing infrastructure. The AACA could begin with expanding collaboration and creating partnerships with the Boston Public Library, especially with their Language Learning Program that is offered for members of the library of all ages and includes many languages, including English, as well as Northeastern University which could include recruitment of students that could bridge the linguistic gap by offering internship or volunteer certificates. Northeastern's best assets are its students from diversified backgrounds and via experimental learning opportunities. Using the internships, co-ops, and other forms of experiential learning will unite students from diverse backgrounds and languages which would eventually bridge the communication and language gap.

Along with a partnership with Northeastern and the Boston Public Library, a collaboration with the City could also be a major benefit. With their already existing infrastructure, The Office of Neighborhood Services, along with Northeastern, can provide opportunities for the AACA and community leaders to engage in activities that provide entrepreneurs with practical training and assistance with the help of students with the capacity to concur the language barrier.

In addition, a LinkedIn page could be started by AACA to foster a virtual space for AAPI entrepreneurs to get information, share stories, and network with each other. Creating a group of Boston AAPI Entrepreneurs, LinkedIn can help community members network with other small business owners professionally. Utilizing the partnership with Northeastern University students to leverage existing social media platforms and provide additional content and services in multiple languages.

Trade-Offs

Maintaining the status quo obviously does not require significant changes to existing activities and facilities, and the cost saved by retaining the status quo can ensure the stable and sustainable development of existing programs such as ABTM. However, maintaining the status quo without any changes means that the situation will not be greatly improved, innovative and potentially valuable options will be neglected, and the inclusive dynamic

within AAPI will not be significantly improved, which will not help the AAPI entrepreneurs in Boston very much.

The Boston Public Library includes many strengths as well as weaknesses. Their language learning program can create many opportunities for members of the AAPI community that are part of the AACA to learn a new language online or in person at no cost. By learning a new language, the AAPI community can learn English at any age and many other languages. In fixing the language barrier, it could bring the AAPI community closer together, especially if they had access to other AAPI languages. The collaboration would as well allow for members of the AACA and the AAPI community to collaborate with others and allow for the community to gain more knowledge regarding violence against the AAPI community and ways for them to grow their businesses with the resources included like bystander intervention, harassment, and even racism. These resources can help immensely with owning businesses. AAPI business owners and their employees can both have access to these resources through this collaboration.

A weakness with this option though can be the language barrier. Many AAPI business owners are not always as well versed in English. Many of these resources offered through the Boston Public Library are in English, though technology allows for our phones to translate for us, it could still cause issues. Another weakness is you must become a member of the library to use its resources, especially for the language learning program. The library offers online resources and in-person but requires a membership there. This could cause issues for those who do not want to be a member but want access to classes and resources. Overall, the Boston Public Library is a great resource.

In the case of the City Liaison, a clear weakness is that if based on the office of Black Male Advancement, it would clearly lack some form of authority to tackle the issues the AAPI community is facing in Boston. Aside from that, the lobbying efforts would take several months and would lack a sense of urgency on the matter. However, the tradeoff for not doing it, would not be better. It is clear that the current state of AAPI businesses in Boston is not the best, thanks to the issues explained in this report. It is why it can only go up with an office directly involved and dedicated to the issues. The City has existing infrastructure like the office of neighborhood services to assist similar tasks. Still, as the Wu Administration has outlined several times, the City faces many challenges at this given time, and a City-Wide office does not have the luxury of resources to tackle AAPI challenges head-on. If this option is not in place, we risk that these communities will

continue to suffer. Existing services will once more not be enough to handle the AAPI business scene in Boston and Massachusetts.

Technology helps bring people together. We find significant value in creating an online space for AAPI entrepreneurs to collaborate. Although no financial cost is required, a substantial investment of time is necessary to maintain a group with relevant and timely content. This option must provide value to the entrepreneurs, or it will not be successful. The online space will likely require outside resources from business leaders, community leaders, organizations like Northeastern University, and volunteers to curate, find, translate, and develop the community. The AAPI community uses numerous platforms in order to collaborate. However, in 2022, the best platform for professional social media is LinkedIn. This platform has several benefits beyond supporting the goals of creating collaborations within the AAPI community.

Conclusion

The goal of this report must be to outline what we could accomplish by partnering with the City of Boston; that is how we will move this community forward. It is crucial to have a designated City official to liaise between options and the community, that could be within the Office of Neighborhood Services or via the designation of a dedicated official. This person can be a bridge between Boston Public Library and other organizations. Those can help develop a virtual platform for networking among the AAPI community and help with bridging the language gap.

Success with this recommendation is constituted by the efforts made to help the AAPI community. Without a passion for assisting AAPI business owners, there is no way for this recommendation to happen. The efforts made by the AACA, Boston Public, Library, and City Official will be the factors in whether it works or not. Inclusion dynamics matter when it comes to the cultural aspects of a business environment. Without diversity and inclusion, there is no representation nor is there a way for those to feel valued and integrated into a business environment. The options outlined above are ambitious, but this bold plan is what is needed to meet this moment. As the pandemic showed, AAPI communities are being targeted and the consequences can be unprecedented. Working together with the City and building bridges between community leaders, organizations and language experts is crucial in providing resources to move Boston's Asian American and Pacific Islander communities forward.

Endnotes

- ¹ Anne Calef and Luc Schuster. *Building AAPI Power: A Profile of Asian American and Pacific Islander Communities in Greater Boston*, Boston Indicators, in partnership with the Asian Community Fund, November 3, 2021. https://www.bostonindicators.org/reports/report-detail-pages/building_aapi_power
- ² *Economic Contributions and Growth of Asian American and Pacific Islanders in the U.S.*, New American Economy Research Fund, April 27, 2021. <https://research.newamericaneconomy.org/report/aapi-communitycontributions-population-growth/#:~:text=In%202019%20alone%2C%20AAPI%20households>
- ³ Kochhar, R., & Cilluffo, A. (2018, July 12). *Income Inequality in the U.S. Is Rising Most Rapidly Among Asians*. Pew Research Center's Social & Demographic Trends Project; Pew Research Center. <https://www.pewresearch.org/social-trends/2018/07/12/income-inequality-in-the-u-s-is-rising-most-rapidlyamong-asians/>
- ⁴ Data from Small Business Strong, Greater Boston Chamber of Commerce. <https://bostonchamber.com/networks/small-business/>
- ⁵ *Spotlight on Asian Americans and Pacific Islanders in the United States*, New American Economy Research Fund, July 9, 2019. <https://research.newamericaneconomy.org/report/spotlight-on-asian-americans/>
- ⁶ Tseng, W., Chang, S. C., & Nishizono, M. (2005). *Asian culture and psychotherapy: Implications for east and West*. Honolulu: University of Hawaii Press.
- ⁷ (2022, April 25). English for speakers of other languages. Retrieved May 4, 2022, from <https://www.bpl.org/esol/>
- ⁸ (2022, April 27). Anti-AAPI Violence Resources. Retrieved May 4, 2022, from https://bostonpl.bibliocommons.com/list/share/100083751_bostonpl_teenlists/1859982199_antiaapi_violence_resources
- ⁹ Black Male Advancement, <https://www.boston.gov/departments/black-male-advancement>
- ¹⁰ Oberlo. (2019). Most Popular Social Media Platforms in 2019 | Oberlo. Oberlo. <https://www.oberlo.com/statistics/most-popular-social-media-platforms>
- ¹¹ Choi, L. (2020, July 29). The Popular Asian Social Media Networks. Social Media Perth #SMPerth. <https://www.smpertth.com/resources/popular-asian-social-media-networks/>
- ¹² Asian American Civic Association. (2022, May 3). LinkedIn. <https://www.linkedin.com/company/aacaboston/>