

# Business Breakout Social Media for Consulting Firms



Kathleen Held, CPSM  
Susan Merrigan, FSMPS, CPSM  
Saturday, April 16 – 1:15-2:30 p.m.



# CLIMB THE CHARTS: TOP REASONS YOUR FIRM SHOULD BE UTILIZING SOCIAL MEDIA & HOW TO DO IT

**Kathleen Held**, CPSM  
VP of Marketing & Business Development  
Cini•Little International, Inc.

**Susan Merrigan**, FSMPS, CPSM  
Marketing Director  
Perkins+Will



## Kathleen Held, CPSM

- 20+ Years of A/E/C Industry Experience
- Vice President Marketing & Business Development of Cini-Little International, Inc.
- National Recognized Leader in the Society for Marketing Professionals\*
  - CPSM (Certified Professional Service Marketer)
  - DC Chapter Past President
  - 2016 Marketing Communication Awards Co-Chair
  - 2017 Northeast Regional Conference Co-Chair
  - 2016 Co-Teaching A/E/C Marketing Essentials Course



## Susan Merrigan, FSMPS, CPSM

- 20+ Years of A/E/C Industry Experience
- Marketing Director of Perkins+Will
- National Recognized Leader in the Society for Marketing Professionals\*
  - Fellow & CPSM (Certified Professional Service Marketer)
  - DC Chapter Past President
  - 2014 Striving for Excellence Chair
  - 2016 Marketing Communication Awards Co-Chair
  - 2016 Co-Teaching A/E/C Marketing Essentials Course

# AGENDA

- ❑ What is Social Media?
- ❑ Top 4 Reasons You Should Be Utilizing Social Media
- ❑ Organizing Your Strategy
- ❑ Social Media Channels
- ❑ Tools
- ❑ 8 Steps to a Successful Social Media Program
- ❑ Measure Your ROI
- ❑ Industry Samples





**What is Social Media?**

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# SOCIAL MEDIA DEFINED

“Form of electronic communication (websites for social networking and micro-blogging) through which users create online communities to share information, ideas, personal messages and other content.”

Creates opportunities, establishes an online presence for your brand.

Also known as “SoMe”



# VALUE OF SOCIAL MEDIA



Networking with people within your niche

Help you develop your online brand and increase exposure

Build active communities and jumpstart campaigns

Build profile across multiple channels, position your firm as knowledge experts



# TOP 4 REASONS YOU SHOULD BE UTILIZING SOCIAL MEDIA





# 1 SEO (SEARCH ENGINE OPTIMIZATION)

Improve website ranking

Increase site traffic

Boost visibility



## 2 PEER PRESSURE

Don't be left behind

Competition is using it



# 3 EDUCATION

Teach people about our industry

Share who you are

Communicate information about your projects

Remain on top of industry news, trends & best practices

Get to know your clients



## 4 CONNECT WITH EMPLOYEES

Promote employee engagement

Create community spirit

Communicate recognition

Encourage brand ambassadors





# ORGANIZING YOUR STRATEGY



# DEFINING YOUR SOCIAL MEDIA STRATEGY

What are your goals?

Who is your target audience?

Which metrics decide your success?

Which social channels are most appropriate?



# SHAPING YOUR ONLINE BRAND



Brand yourself and firm as an expert and establish credibility

Educate and inspire your audience

Be honest and true to your core values

Create “ripples” and make a lasting impression

Become an influential member within your network



# SOCIAL MEDIA CHANNELS



# BUILDING YOUR BRAND BY CHANNEL

Make your **Facebook** content  
newsfeed-worthy

Rock the **Twittersphere**

Inspire your Brand's **Pinterest** Boards

Capture the moment on your  
**Instagram**

Wow your Professional Followers on  
**LinkedIn**

Promote your Thought Leadership on  
your **Blog**



# FACEBOOK

Over **1.59 Billion active monthly** users on Facebook and **1.038 Billion active daily** users

Catch all social networking site for community building

Employers and employees actively inspect future opportunities on Facebook

Can engage audience with updates and corporate culture



# FACEBOOK



## TIME OF DAY

1 pm most shares  
3 pm most likes

Highest level of activity  
between 9am & 7pm



## BEST DAYS TO POST



## MUST USE TOOLS

[www.fanpagekarma.com](http://www.fanpagekarma.com)  
[www.getcompass.co](http://www.getcompass.co)  
[www.Adespresso.com/academy](http://www.Adespresso.com/academy)



## TIPS & TRICKS

Ask people to share your post directly  
Share a variety of relevant content

# TWITTER

Over **320 million active monthly** users on Twitter and **100 million active daily** users

Easy-to-use microblogging technology (140 Characters) makes it easy to publish content and build a following

Trending topics/hashtags (#) originated on Twitter and provide ample opportunities to increase a brand's visibility

Tweets including images have 5x the engagement

Share up-to-the-minute news

If not retweeted, you aren't providing value



# TWITTER



## TIME OF DAY

1 pm most retweets  
12pm & 6pm highest click-through rate (CTR)



## BEST DAYS TO POST



## MUST USE TOOLS

[www.bitly.com](http://www.bitly.com)  
[www.tweriod.com](http://www.tweriod.com)



## TIPS & TRICKS

@mentions influencers that are included  
in your content  
RT (Retweet) and engage

# LINKEDIN

Over **414 million users** on LinkedIn and **100 million active monthly users**

Known as the world's largest B2B social networking site

Company and group pages provide opportunities for networking and knowledge sharing

Helps manage professional relationships, grow business network and connect with prospects



# LINKEDIN

## TIME OF DAY



9am to 5pm

## MUST USE TOOLS



LinkedIn Company Pages  
LinkedIn Groups  
LinkedIn SlideShare

## BEST DAYS TO POST



M	T	W	TH	F	SA	SU
---	---	---	----	---	----	----

## TIPS & TRICKS



Connect  
Keep profile up-to-date

# PINTEREST

Over **100 million users**

3<sup>rd</sup> largest network in the U.S.

Photo sharing platform

Highly visual images and interesting videos can go viral

#Hashtags and pertinent keywords increase visibility

Use thematic boards to organize your pins - articles, project photos, etc.





# PINTEREST



## TIME OF DAY

Pin 8-11pm  
Peak Time 9pm



## BEST DAYS TO POST



## MUST USE TOOLS

[www.tailwindapp.com](http://www.tailwindapp.com)  
[www.ifttt.com/pinterest](http://www.ifttt.com/pinterest)



## TIPS & TRICKS

Share on group boards  
Share original pins

# YOUTUBE

YouTube is the world's largest video sharing site with more than **1 billion** users on the site

More popular search engine than either Bing or Yahoo

Easy to share content across other channels

Share client testimonials, project tours, etc.



# YOUTUBE



## TIME OF DAY

Post 12pm-3pm  
Avoid 5pm -6pm



## BEST DAYS TO POST

M	T	W	TH	F	SA	SU
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## MUST USE TOOLS

[www.tubemogul.com](http://www.tubemogul.com)  
[www.tubechop.com](http://www.tubechop.com)  
[www.keywordtool.io/youtube](http://www.keywordtool.io/youtube)



## TIPS & TRICKS

Create an “end card” at the end of each video to point views to other videos you have done

# INSTAGRAM

**400 million monthly** users and 75 million daily users

Cross-platform photo sharing channel

Commemorate big moments with a visual press release

Tap into timely events by sharing relevant images

Share compelling video in 0:15 or less



# INSTAGRAM



## TIME OF DAY

Peak Time 3-4pm



## BEST DAYS TO POST



## MUST USE TOOLS

[www.schedugr.am](http://www.schedugr.am)

[www.iconosquare.com](http://www.iconosquare.com)

[www.crowdfire.app](http://www.crowdfire.app)



## TIPS & TRICKS

Tag industry influencers in your posts when relevant

Encourage engagement

# CONTENT MARKETING WITH BLOGS

Position yourself as an expert in your field by producing fresh content

Create a central platform for your online brand – connect all social media profiles

Build an interactive community by encouraging users to subscribe and comment

Easy to set up

Most time consuming platform





**TOOLS**







# TOOLS

Send to... 0 Compose message...


LinkedIn x +

+ Add Stream + Add Social Network

### Company Updates Cini-Little Intern... ↻ ⋮

**Cini-Little International, Inc.**  
11:55am via HootSuite

New Blog Post: Cautionary Tale How to Save Millions on a Food Operator.  
<https://lnkd.in/eCsQqm7>

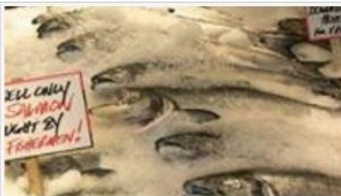


**Cautionary Tale: How to Save Millions on a Food Operator | Cini-Little International, Inc.**  
cinilittle.com

**Cini-Little International, Inc.** ⋮

Mar 02, 12:30pm via HootSuite

RT @WeRRestaurants: Demand for local foods is on the rise <https://t.co/kmPa0BJOYJ>  
<https://t.co/TyxkQgX53m>



**Demand for local foods is on the rise**  
t.co

1 like

**Cini-Little International, Inc.**


Mar 02, 10:16am via HootSuite

Congratulations to Nancy West in our Marketing Department on her promotion to Senior

### Timeline Cini-Little International, Inc.

**Cini-Little International, Inc.**  
11:58am

New Blog Post: Cautionary Tale how to Save Millions on a Food Operator.  
<http://cinilittle.com/home/2016/03/03/cautionary-tale-how-to-save-millions-on-a-food-operator/>




**Cautionary Tale: How to Save Millions on a Food Operator | Cini-Little...**  
cinilittle.com

**Cini-Little International, Inc.**

Mar 02, 12:30pm

RT @WeRRestaurants: Demand for local foods is on the rise <https://t.co/kmPa0BJOYJ>  
<https://t.co/TyxkQgX53m>



**Demand for local foods is on the rise**  
t.co

1 like

**Cini-Little International, Inc.**

Mar 02, 10:16am

### Home cinilittle

**WSJ**  
3:55pm via SocialFlow

"What's the difference between a Roth IRA and a regular IRA?" and 7 other questions about investing for retirement on.wsj.com/1X7zwy  
5 retweets 9 likes

**windowsdev** Feb 26, 2:18pm via Twitter Ads  
Easily build an app for your business, no coding required. Get started today: [wndw.ms/iTHtku](http://wndw.ms/iTHtku)  
[pic.twitter.com/C3oKUGzTJ](http://pic.twitter.com/C3oKUGzTJ)  
Promoted by Windows Developer


clevelanddotcom retweeted

**ChandaNeely**  
3:54pm via Hootsuite

Elyria dad arrested after tot found wandering outside for the second time [@clevelanddotcom | cleveland.com/ow.ly/Zbf4d](http://clevelanddotcom/cleveland.com/ow.ly/Zbf4d)  
1 retweet

**archpaper**  
3:53pm via TweetDeck

Will the battle over the Ambassador Grill facilitate the preservation of postmodern bldgs?  
[archpaper.com/news/articles...](http://archpaper.com/news/articles...)



1 retweet 1 like

**business**  
3:52pm via Hootsuite

HBO balks at Charter-TWC deal over its impact on

### Mentions cinilittle

**3Dstuffmakers**  
Feb 24, 8:30am via Paper.li

3D Printing Revolution is out!  
[paper.li/3Dstuffmakers/...](http://paper.li/3Dstuffmakers/...) Stories via @Fabrisonic3D @agkulcz @cinilittle

**SomatCompany**  
Feb 17, 11:48am via Twitter for iPhone

@FoodnEquipment @cinilittle @Parentng Thank you so kindly for the follow!

**WmBender**  
Feb 12, 1:43pm via Facebook

Retweeted Joseph Carbonara (@FES\_Editor):  
Congrats to @fcsiamericas member William Eaton of @cinilittle on being... [fb.me/76LGb26N7](https://fb.me/76LGb26N7)

**FCSI\_Global**  
Feb 05, 8:45am via Paper.li

THE FCSI DAILY is out! [paper.li/FCSI\\_Global/13...](http://paper.li/FCSI_Global/13...)  
Stories via @cinilittle @RestaurantNews1 @barry\_chandler

**fcsiamericas**  
Feb 01, 3:48pm via Hootsuite

Awesome, congrats! @FES\_Editor: Congrats to member William Eaton of @cinilittle on being named FES's 2016 Hall of Fame Award recipient!

**FESmagazine**  
Feb 01, 3:45pm via Hootsuite

RT @FES\_Editor: Congrats to @fcsiamericas member William Eaton of @cinilittle on being named FES's 2016 Hall of Fame Award recipient!

**FES\_Editor**  
Feb 01, 2:27pm via Twitter Web Client

Congrats to @fcsiamericas member William Eaton of @cinilittle on being named @FESmagazine's...

# TOOLS

## SPROUT SOCIAL Reporting

### GROUP REPORT

from February 21, 2016 - March 6, 2016

@perkinwill\_LON @perkinwill\_DAL @perkinwill\_PHL @PerkinsWill\_UD  
 @FreelonDesign @perkinwill\_HOU @perkinwill\_SEA @perkinwill\_HNL  
 @perkinwill\_NY @perkinwill\_LA @perkinwill\_SF @perkinwill\_BR  
 @perkinwill\_ATL @perkinwill\_MIA @PerkinsWill\_DC @perkinwill\_ONT  
 @perkinwill\_BCS @perkinwill\_MIN @perkinwill\_EDU @perkinwill\_VAN  
 @perkinwill\_CHI @perkinwill\_NC @perkinwill\_PR @perkinwill

### GROUP STATS

across all Twitter and Facebook accounts

Incoming Messages	471
Sent Messages	168
New Twitter Followers	834
New Facebook Fans	181

**612 INTERACTIONS**  
**BY 430 UNIQUE USERS**  
**1,159,859 POTENTIAL REACH**

### TWITTER STATS

across all Twitter accounts

**FOLLOWER DEMOGRAPHICS**

64% MALE FOLLOWERS  
 36% FEMALE FOLLOWERS

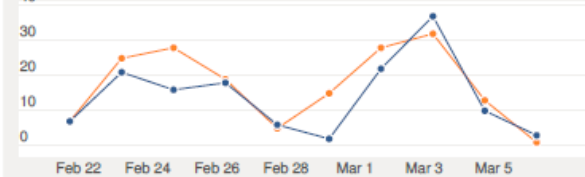
**TWITTER STATS**

+834 New Twitter Followers in this time period  
 328 Link Clicks  
 171 Mentions  
 141 Retweets

18-20  
 21-24  
 25-34  
 35-44  
 45-54  
 55-64  
 65+

### DAILY INTERACTIONS

@MENTIONS 171 RETWEETS 141



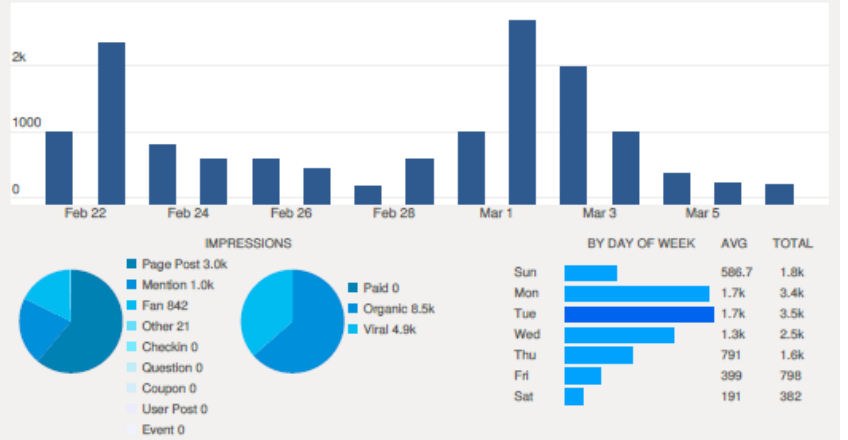
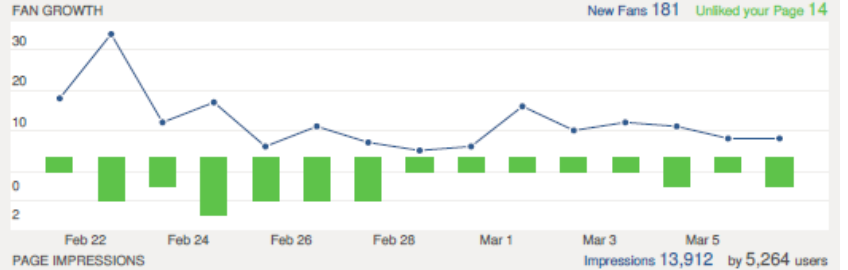
### OUTBOUND TWEET CONTENT

11 Plain Text  
 71 Links to Pages  
 84 Photo Links

## FACEBOOK STATS

across all Facebook pages

**My Facebook Pages**  
 10.69k Total Likes, and 92 people talking about this



### IMPRESSION DEMOGRAPHICS

Here's a quick breakdown of people engaging with your Facebook Page

AGE & GENDER	TOP COUNTRIES	TOP CITIES
13-17: 10 / 22	United States: 2.3k	New York, NY: 374
18-24: 343 / 432	Brazil: 704	Blumenau, Brazil: 273
25-34: 920 / 1.0k	United Kingdom: 178	Chicago, IL: 244
35-44: 603 / 490	Canada: 159	São Paulo, Brazil: 138
45-54: 281 / 370	United Arab Emirates: 152	Dubai, United Arab Emirates: 113
55+: 207 / 197		

48% Male  
 52% Female



## 8 STEPS TO A SUCCESSFUL SOCIAL MEDIA PROGRAM

# 1 S.M.A.R.T. GOALS

**Specific | Measurable | Accountable | Realistic | Time-bound**

- Brand Reach
- Brand Engagement
- Lead Generation
- Sales
- Social Responsibility



## 2 THEME AND CONCEPT

**Primary message and desired audience reaction.**

- Relate to an existing service or product?
- Call to action?
- What digital destination?



# 3 AUDIENCE

**Identify target audience, preferred social channels and motivators.**

- Who makes up your audience by channel?
- What are their interests?
- Which channels for what messages and goals?



# 4 CREATIVE & VOICE

**Bring the concept to life with creative copy across channels.**

- Branded hashtag?
- Branded templates?
- Working with agencies and vendors?
- Available budget and approvals?
- Necessary visual content?



# 5 ENGAGEMENT & RESPONSE

**Build a flexible plan that accommodates fluctuating demand.**

- What is your call to action?
  - Tweet chats/Ask the experts forum
- How do you respond to your audience?
- How do you amplify your channels with influencers?





# 6 TIMELINE

**Develop a launch timeline and content calendar.**

- Time to create copy and visuals
- Schedule for updating content
- Identified contributors and resources



# 7

## MEASUREMENT

### Reporting process to track KPIs.

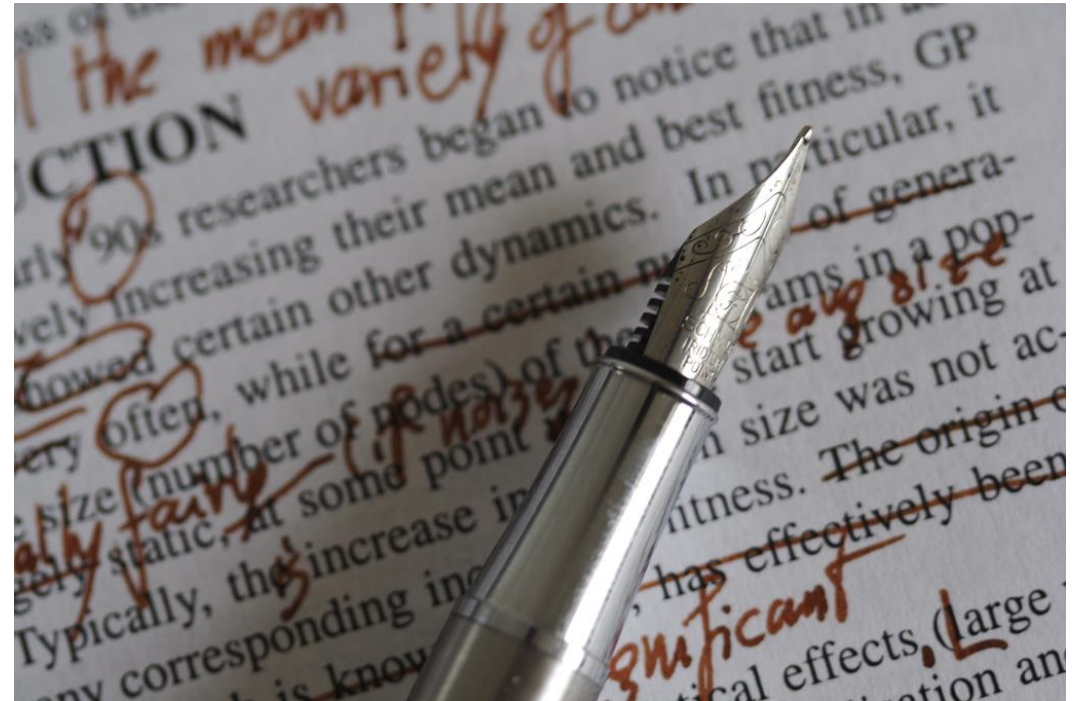
- Web analytics and dashboard
- Keywords and trackable URLs
- Measuring success
- Make tweaks to improve metrics



## 8 REFINE

**Continually innovating each channel.**

- Is message resonating?
- Which tactics are working?
- Do internal processes need tweaking?





**MEASURE YOUR ROI** |

# GETTING A HANDLE ON SOCIAL ROI

## Brand Goals

### Goals

- Awareness
- Positive sentiment
- Relationships
- Loyalty

### Metrics

- Engagement
- Discussion
- Sentiment
- Sharing

## Revenue-Linked Goals

### Goals

- Informing prospects
- Inciting behavior
- Picking up leads
- Increasing sales

### Metrics

- Traffic driven
- Desired behavior
- Number of leads
- Conversion volume

# BRAND-LEVEL SOCIAL GOALS

Increasing brand awareness and visibility

Strengthening brand image

Growing positive brand sentiment

Increasing client involvement with the brand

Building relationships with influencers



1

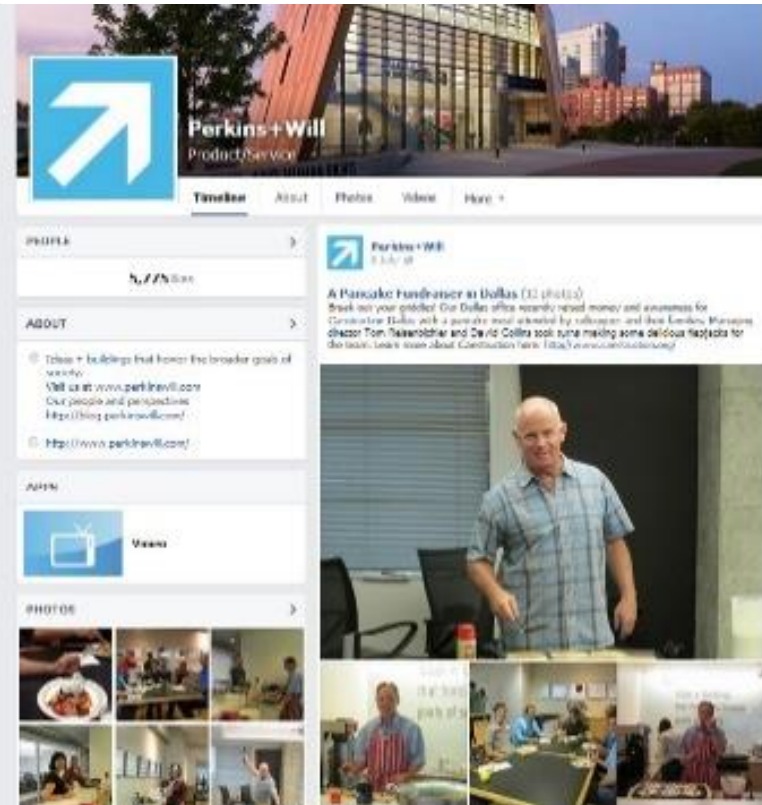
# SET YOUR CONVERSION GOALS

View a video

Engage in social media interaction

Download PDF

Enter website



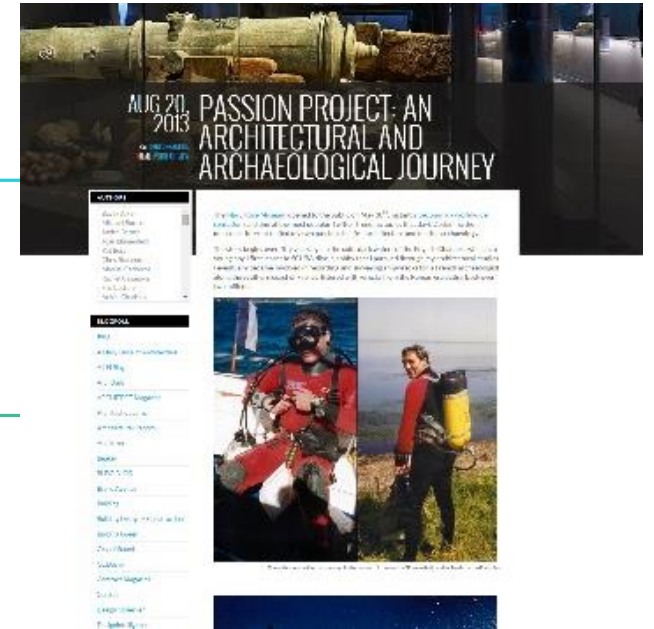
# 2 TRACK CONVERSIONS

**REACH** Tracked within social media platform

**TRAFFIC** Getting visitors to your website

**LEADS** Ratio of leads coming from each referring site

**CUSTOMERS** Track the number of leads that become actual customers





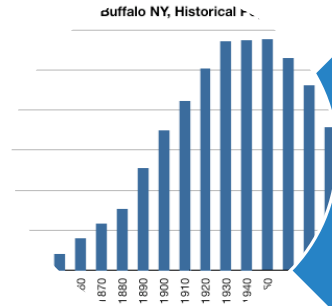
# 2

# TRACK CONVERSIONS

	Firm 1	Firm 2	Firm 3	Firm 4	Firm 5	Firm 6	Firm 7	Perkins+Will
Twitter	1,122	49,000	29,300	2,716	6,310	44,700	49,000	51,562
Facebook	16,786	12,078	8,359	3,505	2,927	78,311	78,287	7,284
LinkedIn	36100	70810	49141	9847	8524	32973	26558	37763
Instagram	3343 followers, 126 posts, July 2014	1274 followers, 41 posts, August 2014			305 followers, 69 posts, July 2013		37.6K followers, 489 posts, August 2012	798 followers, 47 posts, May 2013
Vimeo	64 Videos	40 Videos	4 videos	no videos	no videos	19 videos	No channel	120 videos (80 public)
YouTube	No channel	937 subscribers, 166 videos, divided into three subgroups	736 subscribers			Well-developed channel - 2,821 subscribers, no uploads in last three months, four playlists (projects, press, careers,	Self-generating 'topic' w/ 140 subscribers	67 subscribers. Fitness Friday vids. Possibility for more content

3

# ASSIGN MONETARY VALUE TO EACH CONVERSION



Historical  
Data



Guesstimate

# 4

## MEASURE TOTAL BENEFITS BY CHANNEL

Collect incoming traffic and conversion numbers by site

Create a spreadsheet that correlates that data to the total monetary value of those conversions



DOWNLOADS	BENEFITS = \$1.00 x Total Downloads
7,284	\$7,284
37,763	\$37,763
51,562	\$51,562
10,000	\$10,000
106,609	\$106,609

# 5

## DETERMINE TOTAL COSTS

Add up promotional account fees, labor costs and expenses by social media channel

	FEES	LABOR HOURS	LABOR COST (\$50/HR)	COST PER CHANNEL
	\$500	400	\$2,000	\$20,500
	\$135	500	\$2,500	\$25,135
	--	150	\$750	\$7,500
	--	300	\$1,500	\$15,000
	\$635	1,350	\$6,750	\$68,135

8

## ANALYZE RESULTS AND IMPROVE

ROI

=

BENEFITS – COSTS

COSTS

## 9

## ANALYZE RESULTS AND IMPROVE



	BENEFITS	COSTS	ROI
	\$7,284	\$20,500	-64%
	\$37,763	\$25,135	50%
	\$51,562	\$7,500	587%
	\$10,000	\$15,000	-33%
	\$106,609	\$68,135	56%



**INDUSTRY SAMPLES** |

PERKINS+WILL

# IDEAS + BUILDINGS THAT HONOR THE BROADER GOALS OF SOCIETY

Modernization for the built and human environments.

## CENTER FOR CIVIL AND HUMAN RIGHTS

**UPCOMING JULY**

#171 on the GreenSource 2014 GreenSource Awards

May 2014: Winner of the 2014 AIA AIAA Award for Excellence in Architecture

Perkins+Will is ranked #1 in the world for 2014 by the GreenSource Awards

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Perkins+Will is ranked #1 in the world for 2014 by the GreenSource Awards

LinkedIn

Perkins+Will

29,827 followers

### IDEAS + BUILDINGS THAT HONOR THE BROADER GOALS OF SOCIETY.

Established in 1935, Perkins+Will is a global, multidisciplinary architecture and design firm founded on the belief that design has the power to transform lives and enhance society. With a staff of 1,500 in 24 locations worldwide, the firm serves clients across a broad range of project types, growing its work in deep research.

Perkins+Will ranks among the world's top design firms and is the recipient of hundreds of awards. It was ranked number three in both Architectural Record's 2011 Top 200 Architects and the 2012 Interior Design Top 100 Green list.

Social responsibility is fundamental to the firm's culture, work, and culture, and every year Perkins+Will donates one percent of its design services to non-profit organizations.

With pioneering tools to advance sustainable design practices, the largest green building portfolio in North America, more than 1,000 LEED® Accredited Professionals, and a commitment to the 2030 Challenge, Perkins+Will is recognized as one of the industry's preeminent sustainable design firms.

**Specialties**  
Architecture, Interior Design, Planning + Strategies, Branded Environments, Urban Design, Sustainability, Landscape Architecture, Preservation + Repair

**Website**  
http://www.perkinswill.com

**Industry**  
Architecture & Planning

**Type**  
Privately held

**Company Size**  
1001-5000 employees

**Founded**  
1935

**Recent Updates**

Join Perkins+Will at Events in July 2014  
... Cities and health are at the heart in July. Join Ryan Gravel in Toronto as he looks the important health impacts of infrastructure in our cities and David Orpin in Birmingham as he presents a look at the future of collaboration between scientists...

**UPCOMING JULY**

Like · Comment · Share · 8 days ago

Edoardo Ferracane · Shaima Mohammed Hattori +7

+ VAN

Tweets 5,408 · Retweets 1,528 · Replies 4,491 · Likes 229

Perkins+Will VAN @perkinswillVAN follows you

Perkins+Will VAN @perkinswillVAN · May 29  
We <3 cycling! #Bike2Work @WeAreHub bikehub.ca/bike-to-work/ We're in the top 10 for tags tagged #SustainableTransport

Perkins+Will VAN @perkinswillVAN · May 29  
Bike to Work HUB @Bike2Work · May 29  
RT @VanCoworker: Great Transit vote deadline 8 p.m. tonight: vote in #Cicad #transit #bcgov

Perkins+Will VAN @perkinswillVAN · May 29  
products working in nutrient circles... no waste at all, only useful resources - #Cicad #Cicade Design Concept: bransford.com/environments/

Perkins+Will VAN @perkinswillVAN · May 29  
On Next Week. We are truly fortunate to have Prof. Michael Braungart

Who to follow: PBS @PBS, hey y'all @jordan\_elys, Adrian Wether @adrian\_wether

Trends: #60days #June 6 Alzheimer's & Brain Awareness Month: Go Purple to End AD #Provided by Alzheimer's Assoc. #MondayMotivation Start the Monday Motivation - 14 ways to make your day at work fun. #Cicad Tweets about this brand #BikeMoviePigment Just started branding. Tony Morgan's Emotional First Interview Since His Car Accident Just started branding. #WelcomeBackToCicad Saturday Through 'Why the Hell is #WelcomeBackToCicad Trending?' L. #Cicad Tweets about this brand #GmailThreats #WelcomeBackToCicad

Perkins+Will Product/Service

Timeline

Perkins+Will

A Pascoke Fundraiser at Dallas (13 photos)  
Break out your spoons! Our Dallas office recently raised money and awareness for the American Red Cross with a charity event attended by colleagues and their families. Managing Director Tom Navechick and David Collins took home many delicious spoons to take home. Look more about Fundraiser here: http://www.perkinswill.com

Van

PHOTOS

perkinswill

perkinswill Ideas + buildings that honor the broader goals society. Pictures of the people, projects, and process of Perkins+Will. http://www.perkinswill.com

111 posts · 1,304 followers · 58 following

March 2015

ideas+buildings

PERKINS+WILL THEMES AUTHORS ARCHIVE FOLLOW US

JUN 25, 2014

ANYWHERE PERKINS+WILL PROJECTS IN THE WINDY CITY  
A July reserved for its architecture deserves a proper tour. Discover ten Perkins+Will projects in the Chicago area that have become an intrinsic part of the cityscape over the last eight decades. READ MORE

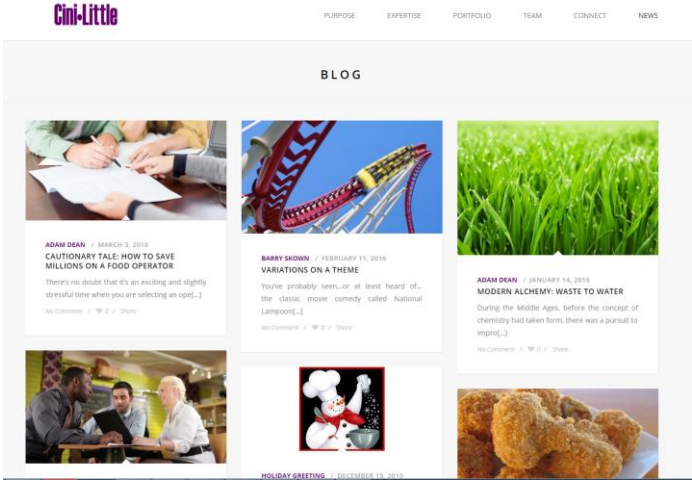
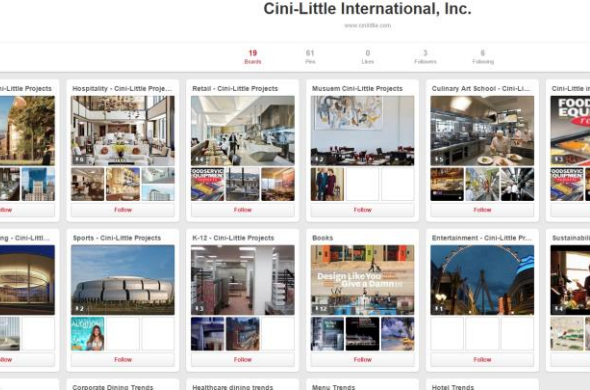
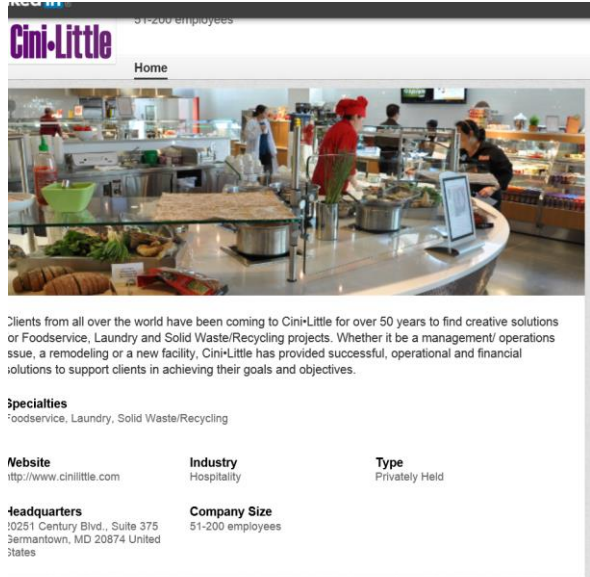
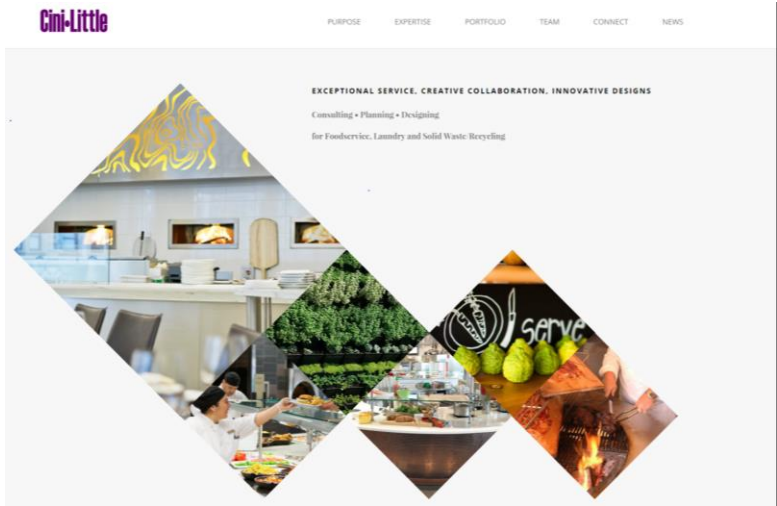
INSPIRING ACTION: THE NATIONAL CENTER FOR CIVIL AND HUMAN RIGHTS  
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