

A Strategic Communication Plan for Islamic Center of Charlotte

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Abstract

Islamic Center of Charlotte (ICC) is a non-profit organization that serves the religious Needs of the Muslims population in Charlotte. It has activities such as Quran, Islamic 2 history, and the Arabic language, as well as entertainment for youths and adults. This report is purposed to improve the organization and professionalism of the ICC, using two theoretical lens- es to isolate issues for correction. These are the theories of social capital and impression management. The ICC has three main internal challenges that a strategic plan must address in order to have successful relationships with the public. The second main challenge for the ICC is tim-ing; the organization needs to plan and schedule to suit the public's needs. The third main inter- nal challenge is physical and operational logistics.

To address these challenges, the organization is trying to apply the social capital and the Impression management theories. These will be applied to guide the organization through the Planning process in order to improve the level of communication within the organization and With the community. The organization also has a Women's Committee comes together to meet The challenge of improving our reputation, and getting diverse groups to trustthe organization Again as the previous committee tarnished the business reputation.

ICC needs to do a lot of planning in its communication to market their services to the People and this means that they will come up with strategies that are effective in producing solu- tions.

*** Introduction**

Strategic communication planning is characterized by the role it plays in the nonprofit Organizations. It is common for the nonprofit organizations to regard communication for marketing as a task that they need to develop the right strategy for the business to thrive and survive.

Whether an organization has just started their processes or they have been in business for about twenty years, they need to derive strategic communication plan that will stand as the building block for the future success.

Strategic communication planning for the marketing purpose is important to observed by the organizations as this educates them on the potential ways that they can be able to create a strategic communication plan to assist their business growth and development. However, in the development of the strategic communication plan for a nonprofit organization, there are several impediments.

These include; lack of adequate time. As the communication plan is not an individually assigned job, it then becomes one of the easy targets in the company that can never become priorities. Secondly, the other impediment that hampers the

non-profit organizations in the quest for creating a marketing communication is lack of experience in this era.

As this is not a specification for a particular individual, it then there will less attention focused on the communication planning.

In the organizational contexts, strategic communication for the planning purposes is based on three rules that ultimately highlight that the organization should make a definition of their success, Know and understand all the concepts and make sure that they have delivered the right message to the right audiences severally. One of the most common misconceptions on strategic communications planning for the marketing purposes is that the method of outreach that will be used should be a media that is accessible to many people.

There are advantages that will result from the organization creating a strategic marketing Plan. First and foremost, the organization is able to create a positive and strong reputation that helps in the process of attracting the best supporters, public relations and staff.

Using the right message in the strategic communication plans, this will be important for the organization as it helps them to create a strong

profile in the community relations in terms of volunteers, supporters and the staff members (Courtney, 2002).

An effective strategic marketing communication plan is also important for the non-profit Organizations as it enables them to create reputable relations with the media. This form of relationship is essential as it allows the organization to be able to make announcements and make Plans with the public through the media (Ottesen, 2001).

Having a strategic communication plan also provides the organization with a collective direction of their marketing efforts and this is important as it strives to allow the organization to attract and maintain the strong donors (Courtney, 2002). Corporate relations are noted to be very important in the development of a non-profit organizations as this will ensure that the business continues to get funding opportunities and get more chances of expansions.

For the non-profit organizations to be able to create a strategic communication plan for Their marketing, they are supposed to ensure that they have built substantial amount of morale Among the workers and everyone else who is involved in the planning process.

This means that the staff and all those team members in the planning process should be able to align and relate the goals that the organization has and the chance of coming up with more ambitious goals (pat-terson et al, 2009). The organization should also make sure that they have established an evaluation criteria.

Using this criteria, this would attract more and more funders and supporters wishing to know whether the organization has been successful in their operations (Cornelissen, 2014).

The aspects of setting clear benchmarks and defining success are the key central components of strategic communication planning for a marketing initiative. More to that, the strategic communication planning for marketing should be incorporated by the nonprofit organizations as some-times they could be face with alternate opportunities for communication and as such, have a pre-defined communication plan would be eventful in simplifying the priority setting and this will definitely make it easier for the organization to become the way they will allocate the resources to meet all the marketing objectives (cornelissen, 2014).

*** Purpose**

The purpose of this plan is to improve the organization and professionalism of the ICC, using two theoretical lenses to isolate issues for correction. Also, it is important to improve women committee performance and engage the community to the center will strengthen the bond between them. The importance of applying solutions immediately should not be underestimated.

This five-year plan will reinforce effective systems, and repair broken ones, to ensure the community will continue to seek the ICC's services and support.

Those 5 years will pass whether the ICC improves or not, but without improvement, Charlotte's Islamic families will turn elsewhere to celebrate their heritage. This plan addresses Many gaps within the ICC's operations.

*** Rationale**

The ICC has three main internal challenges that a strategic plan must address in order to have successful relationships with the public. First, a strong social network within and among the diverse cultures of the ICC community must be achieved. One way of achieving this is through communication courses, to help close gaps of

languages and cultures---some members of the women's committee have studied communication, and could help teach the courses through the ICC itself.

Recruiting volunteer staff who speak languages besides Arabic, English, and Spanish will help the ICC expand the diversity of their community even further.

Focusing on communication will help the ICC with the additional challenge of just clari-fying missions, roles, and responsibilities.

For example, a community member might be in need of financial support, or wish to lodge a complaint, or might need help finding employment---this person needs to know that the administrator is the role that will help him, the office the mission of "handling community needs and concerns." But if someone is looking for information on the ICC's activities, or hopes to participate in an event, or wants to coordinate fundraising, the men's and women's committee are charged with handling ICC – specific business-that is their shared Mission, a different role from the administrator.

Once these roles are communicated clearly, all The divisions of the ICC will be able to operate more efficiently, and will get more done in less time; arranging a

standing monthly meeting with the Board of Directors and the Imam will help maintain clear communications and progress.

The second main challenge for the ICC's is timing; we need to arrange our schedule to suit the public's needs. The women's committee has received feedback that many people cannot attend lectures on Sunday only due to schedule conflicts; fixing this would also improve lecture attendance. The ICC picnic is another popular event, and the time must be set in advance, along with assigning responsibility for food and activities. Again, communication is key to solving the issue: using WhatsApp to take a poll of preferred times will help reschedule Sunday lectures, and calling for volunteers will help staff activities and tasks for the picnic. The third main internal new building; any transition is disruptive to an organization, but finishing this move will provide a large outdoor area for sports and games. This will not only encourage fun and activity among ICC members, but will make us seem more approachable by being associated with "fun," helping us make meaningful connections with people.

In terms of operations, the women's committee has recognized

the need for written policy, clarifying our rights, roles, responsibilities and duties. Having a formal written policy will allow the members to resolve more issues internally. The women's committee assumes all of the ICC's groups, would benefit from this, creating efficiencies that benefit the executive committee, Board of Directors, and Imam, as well as the ICC in general.

In addition to the three main internal challenges above, the ICC has external challenges as well; the following three are the highest priority. First, there is the PR issue created by external media---whether via channels like TV or newspaper, or on social media, people are surrounded by images of extremist religious groups like ISIS.

Many non-Muslims associate these images with our organization, and question our motives. This is a major factor—for the ICC, ignorance is not just an un-tapped market, but rather, often comes with active hostility.

Even for local Muslims, who know the ICC is not harmful, the fear created by media portrayals is associated with the terrorist attacks that occur at mosques in the Middle East—instead of being afraid of Muslims, they fear their own house of worship, and may stop attending ser-

vices and prayers. The leaders of the ICC are in a unique position to correct the harmful image of Islamic community centers in the media. A two-pronged approach will achieve this: first, the ICC can produce an awareness campaign, within the Mosque and on social media, to spread the true messages of the Q'uran and the ICC; and second, when negative stories are circulated in the media, the ICC must acknowledge them, and take the initiative to denounce and discourage those individuals and their activities publicly.

*** Challenges and limitation**

- 1- Applying appropriately this communication strategic plan in the particular time.
- 2- Finding women to answer the survey questions and collect the information in in par- ticular time.
- 3- Gaining more support from the public to improve women committee performance.

*** Limitation**

- 1- Time concern, the researcher concerned about the deadline of the paper so she gath- ered the information in limited time.

Literature review As early as 1978, Mindak and Kotler introduced relationships between communication, marketing and public relations. These are different

aspects in the organization and it applies that for a non-profit entity to thrive, they need to make sure that all their marketing deals and public relations are in a good relationship to serve the audiences properly. The models of communica- tion that were developed by Kotler and Mindak can be applied in the approaches to integrate communication and marketing. Their model insinuated that the businesses need to learn how to make sure that in planning for strategic communication, the interests of all the key stakeholders have been duly covered. Communication and marketing actions are very important in the non-profit organizations as they are planned to achieve a collective goal of creating reputable image and public relations (Kotler & Mindak, 1978).

*** Social capital theory**

As Putman highlights, social capital theory may be attributed to the resources that have inherent social relations with an aim of gaining a form of collective action. The resources in this case refer to trust, norms and association networks representing any group that is gathered for a common purpose. This theory has been used to provide an explanation as to the improved performance of the diverse groups and

with the growth of the entrepreneurial businesses, this social capital is being manifested and enhanced.

The notion of social capital has been thriving for some time now and the theory of social capital has been termed to be closely related to the “civic virtue”. This implies that with the so- cial capital theory, this calls for the communities and organizations to have the most powerful social relations. Social capital is one theory that has been characterized to be working through multiple channels. These are the information flows, the norms of reciprocity, the collective action of using the social networks and the broader identities. All these channels are inspired by social relations that are established through the social capital.

“Social capital is shared values and understandings in a society that enable individuals and groups to trust each other and work together” (Putmann, 1995).

This implies that we are developing insight to the social capital as the trusting relationships that creating support structures across different social networks, allowing people to live and work in harmony. Social Capital theory includes four distinct elements: Bonding Capital,

Bridging Capital, Reputation, and Trust.

The early attempts that were made to try and explain the social capital theory insinuated that the social capital, as a resource should be used for the good and welfare of the public and the benefit of the organizations.

Putman also made a suggestion that the social capital was important in the current generation we are living as it would stand to facilitate mutually supportive relations and cooperation’s among communities and nations. This, he explained that it would have a collective good of ensuring that the social disorders are combated in the society.

Pierre Bourdieu (2007) offers an explanation to the social capital by making a distinction between the three forms of capital; economic capital, cultural capital and social capital. He makes a definition of social capital to be, “the aggregate of the actual or potential resources which are linked to possession of a durable network of more or less institutionalized relationships of mutual acquaintance and recognition”.

James Coleman (1990) also offers an explanation to the functionality of the social capital.

He makes a definition that social capital, "a variety of entities with two elements in common: they all consist of some aspect of social structure, and they facilitate certain actions of actors...within the structure".

This means that the capital can be anything that is meant for a collective action or individual gain and it is generated by establishing networks of reciprocity, social norms and trust. In the conception that Coleman offer, social capital is a neutral resource that helps in facilitating any manner of action and it depends on the society or the individual.

According to Robert Putnam (2006), social capital means the connections among different individuals and this is crafted along the norms of reciprocity and trustworthiness. He also suggests that the root cause of the decline in the social capital in the entry of women in the work- force which correlates with other restraints in the society that hamper even the survival of the organizations.

However, as Putnam says, there are key challenges to the social capital and these include the technological transformations of things such as leisure. Media has been engaged and it will continue changing so that they can influence

and motivate the people towards ensuring a great form of social capital.

Another political economist, Frances Fukuyama has also defined the social capital as those rules that enable the people to be able to cooperate such as the norm of religious doctrine and reciprocity. He argues that over time and time, the social capital is eventually formed and it falls to be critical for this development (Fukuyama, 1992).

He also argues that social capital is important for the process of development and as such, it imposes some costs on those individuals who are non-members and has unintended consequences for the general welfare. Fukuyama also argues that a civic society is always the product of social capital and as such, civic engagement is very important for both the processes of development and democracy in the society.

*** Impression analysis theory**

Impression management can be relatively defined as the process through which the people make an attempt to make influences on the perceptions of others regarding an object, person or event.

This is done by controlling and regulating information in social interaction. This theory was developed by Ervin Goffman and he

explained that there exists a range of factors that can be effectively applied to govern individual impressions (Goffman, 1967) Where exists a form of social situation, this is when impression management applies.

Impression management can be collectively regards as the goal-directed attempt that an individual/organization might have that might be directed towards any object or event through the provision of self-assessed beneficial information in the social interactions (Milon, 2003).

The main goal of impression management is to get an advantageous first impression. A new study finds that the people are more likely to pay attention to the familiar things such as faces that they might have seen that are related to the negative or positive information often with neutral and positive interactions (Kamau, 2009).

Goffman presents this impression analogy theory by explaining dramaturgically all the motivations that lie behind the complex performances of the humans within a set play metaphor.

The work by Goffman stands to make an incorporation of the aspect of symbolic interactionist perspective as it seeks to make an emphasis on the qualitative analysis of the

communication's process interactive nature. This implies that all the performers for example will work towards adapting their behavior and making sure that they have created a positive impression among different audiences.

Impression management is highly dependent on the situation.

There are several situations that might be represented in the impression management. These includes the self-monitoring, self-verification and self-concept.

These are different responses that individuals can have and they denote the act of relating with others. The norms in the impression management are achieved through socialization and this means that as far as social institutions are concerned, they have to make sure that they use the right impression (Dillard et al., 2000).

Edward E. Jones introduced the concept of impression management to the field of psychology. He intended to use this aspect to include the attempts that the people usually have to control the impression of others. He argues that the concept of "self" is fundamental to this theory of impression management as the images that people usually create for themselves

are shaped by the social interactions in the society.

*** Internal communications in nonprofit organizations**

The nonprofit organizations should ensure that they have devised intentional and thoughtful systems for the general communications, media relations and marketing. These are important to ensure that they have advanced and promoted the achievement of the mission. Internal communications are important to ensure that the organizations have motivated, informed and counseled the employees as well as the volunteers (Burt & Taylor, 2000). It is also important for organizations to develop an integrated internal communication to set the stage for the external communications.

In the promotion of the internal communications in the nonprofit organizations, research stipulates that the management should ensure that they have adhered to the highest ethical and professional standards. They also are required to ensure that they have adhered to the industry specific standards that may affect the effectiveness and these includes issues of transparency, honesty and fairness (Putnam & Nicotera, 2009).

In the internal communications of the non-profit organizations, they should ensure that they have clearly

stated their communication standards. These should be done in a written format and then clearly stated to be part of the orientation of all the employees, the board members as well as the volunteers (Elving, 2005).

The communication strategy in the organization is important to be enhanced as it is directly related to the strategic plan that enforces the organizations accountability and the internal organizational constituents (Burt & Taylor, 2000). In the internal communication of the nonprofit organizations, these should be properly guided by clear practices and policies. This ensures that the organization has made attempts to observe ethics in the communication with the internal stakeholders.

The management of an organization has a central role to play in enforcing the internal communication. They should ensure that they have actively solicited all the relevant policies that are paramount for the development of the organization strategies (Hayase, 2009). The management is also needed to carefully listen and respond respectively to all the views and opinions offered by all the internal stakeholders (Anheier, 2006). This implies that in the organizational dealings, the management has a

pivotal role of ensuring stability and cohesiveness in the communication process to facilitate the organizational response to all those areas that might be re-quiring attention.

Without the intervention of management, the organization can be in a dark place that they fail to address pertinent issues that affect the employees (Cornelissen, 2004).

The internal communication of the organizations should also be welcoming all the alternative perspectives. These are important as it offers the management with a broader scope of operations and advances the thought process and the decision making (Poister, 2008).

It is evident that the internal communication should be in a position to encourage the participation of all the employees and any other subordinate in the organization as this stands to minimize the level of defensiveness and it also helps in the process of building and maintain the relationships in the organization at all levels (Eisenberg, & Eschenfelder, 2009).

In the process of communicating, the non-profit organization, the management engages in an exchange of

information through regularly scheduled and attended meetings.

These help in communicating the strategies of the organization to move ahead as well as any other issue that need to be addressed to the employees (Yeon, Choi & Kiouisis, 2007). Meetings are also conducted among the management and the organizational leadership. In these meetings, the organizations sets the goals and brainstorms to ensure that the way forward for the organization has been found.

Internal communication in the non-profit organizations is also made through the regularly printed and/or the emailed informational updates. These are used in the attempt to share information with the employees. Through these emails, important organizational updates can be discussed and shared to many members of the organization at the same time. When the meetings have been conducted, another communicating model that is increasingly used by the nonprofit organizations relates to the reports on the meetings of the board of committees and the directors.

These means that the organization ensures that they have communicated all their strategic plans and any other pertinent information on the way forward for the organization. Sharing of informa-

tion in this manner sees to it that everyone in the organization knows the direction that the organization is following and this sets a path for the management and the employees.

To ensure that there has been an effective communication in the organization, the non-profit organizations also makes sure that they have established a clear forum that can be used for the employees and even the management to raise suggestions (Anheier, 2006).

These suggestions are then considered for their effectiveness and then applied in the right way to help the organization to prosper. In these organizations, the lines of communication between the staff and the board of directors is well understood and clearly defined. In this case, this means that the organization is able to promote good relations among the management and the employees. Good relations always transpire to effective conduct and operations.

To ensure that the organization has come up with an effective internal communications strategy, there is also a need to review and assess the internal communication processes. This is to be certain that the outcomes of the communication process are effective in addressing the needs of the organization and making sure that

the organization has been on the right path to achieving their goals and the long term objectives. In this review, the organization should review on where they are currently, where they want to be and why they want to be there.

*** External communication for the non-profit organizations**

For most of the non-profit organizations, communications and marketing are two important aspects that they need to develop in order to interact well with the customers. In the marketing of the nonprofit organizations, they are driven by the mission and not by the desire to boost their profits. As such, it follows that the organizations need to adopt effective ways through which they can communicate with the external stakeholders and how they will advance their mission (Schwarz, & Pforr, 2011).

The process of developing the right external communication strategy is known to be important as it seeks to enlighten the management on the people who are behind the true business cause, raise the awareness of the business and it also ensures that the organization has engaged the volunteers (Lovejoy & Saxton, 2012).

External communication in the non-profit organizations helps in

stimulating giving to the community and helps the organization in accessing the institutional donors and most importantly, having a comprehensive manner to connect with all the organizational beneficiaries (Bovaird, 2007).

In enhancing the external communication, the nonprofit organizations undertakes several initiatives. These are targeted at ensuring that the information that is being provided to the external stakeholders is a true manifestation of the organizational policies and the rules of the industry (Andreasen, Kotler & Parker, 2003).

In the external communication, the organizational constituents should be provided with ongoing opportunities that helps them in the process of interacting with the management and the board. This implies that the communication towards the external stakeholders should be directed towards collaborative relationships with these external stakeholders (Anheier, 2006). The non-profit organizations should also ensure that the information that is provided to the policy makers, the media as well as the public is accurate and it is done in an ethical manner.

The management should also ensure that they have made a clarity

on the social and the political context of the information (Lovejoy & Saxton, 2012).

This is to ensure that the information is clear to avoid any incidence of manipulation or misrepresentation of the intended message.

The nonprofit organizations need to portray and develop a positive image and reputation. This implies that they need to have effective media relations strategy. Through this strategy, this involves frequently updating all the major press on the offerings that the organization is making (Kaplan, 2001).

In the external communicating of the organizational mission to the stakeholders, it is important that the relationships that the organization develops with the individuals in the local media to ensure that they will be portraying a positive image of the organization (Curtis et al., 2010).

This is considered to be critical in changing the public perception of the services offered by the nonprofit organization. The media relations strategy is also profound in an attempt of the organization to coordinate the messages that they pass across the media (Andreasen, Kotler & Parker, 2003).

This sees to it that there has been comprehensiveness and

effective running on the public relations strategy of the organization.

The nonprofit organizations also communicate with the external stakeholders on their mission through well written policies. Using these policies and procedures for the development of the public statements and the positions on issues, this means that the effectiveness of the marketing initiatives can be duly successful (Anheier, 2006).

When all the internal organizational constituents are aware of and they are trained on how to handle these statements, this ensures that the information that reaches the public has been carefully drafted to eradicate any form of misrepresentation (Bryson & Alston, 2011). It also implies that the organization is duly concerned with the information that reaches the public through the right way and ethical manner.

In the communicating to the external stakeholders of the organization, the nonprofit organizations need to ensure that they have selected a spokesperson. This is an individual who has the ability to make authorized public statements and briefings on behalf of the organization (Bryson & Alston, 2011).

The process of selecting these spokespeople for the organization should be fair and all the internal constituents are aware of the people who are selected. These people should always make sure that they have portrayed the best image for the organization and has made an appeal that will help increase the awareness that the external stakeholders have towards the organization (Nah & Saxton, 2013).

In an attempt to serve and gain trust from the public, it is important for the organization to produce an annual report that contains information regarding the performance and the activities in the organization (Andreasen, Kotler & Parker, 2003). These include making a report of an explanation of the mission, values, the activities and the results of the organization. It should also include an explanation of the way the individuals in the external community of the organization can have an access to the programs and the services of the organization.

In this report, it is also includes the financial information that encompass of the income and the expense statement, balance sheets and all the allocations of the functional expenses (Gruber, 2003). The report also tends to inform the public on the board members, the

staff holding the management positions, the partners the organization has and the donors.

To ensure that the organization has kept in check the needs of the external stakeholders, it is important to develop a system of receiving feedbacks (Cornelissen, 2004). Through this system, the organizations make sure that they have developed and provided all the external stakeholders with a safe forum that can be used to provide feedback concerning the service or the organizational programs (Bovaird, 2007). The nonprofit organizations should make sure that they have developed as system to review the effectiveness of the external communication methods. Once the progress has been noted, the organization can move forward.

*** Relationship between the Islamic centers and the public**

In the areas that the Islamic centers are established, they continuously seek to find partners and affiliated. This is one of the moves that are intended for pursuing good relations as well as peace among the neighbors through an interfaith engagement while providing the community with programs and services that are intended to boost their lives.

As such, these Islamic centers have identified the need to make public presentations, training seminars, workshops and panel discussion on an annual basis (Ali & Al-Owaihan, 2008). These are done in universities, colleges and schools. They are also done in the corporations, the law enforcement agencies, the community organizations and the healthcare facilities.

Using these seminars and the teachings, the Islamic centers seek to ensure that they have developed and promoted their cultural diversity through the process of developing strategic partners with good public relations. Through the education in the communal centers, this seeks to make sure that these Islamic centers have created a good impression to the public and increasing the awareness that the public has on the services/programs of the center.

Education and awareness are the key items to having a backup from the local people and these Islamic centers are profound in ensuring that they have good public relations (Ali & Al-Owaihan, 2008).

The Islamic centers have also identified the need to integrate social media in the process of creating a good reputation and awareness to the public. With the application of the social media, these campaigns help

in the process of promoting the cultural awareness and developing the best practices that can be applied to create good impression to the public (Curtis et al., 2010).

With the awareness that the Islamic center create through the social are solely focused on bring- ing together the diverse neighbors together and help them to get to know each other well and learn from each other (Cesari, 2004). In the process, the organization tries to be like an interme- diary and helps the communities to identify with the organization and its programs and this in- creases the awareness that the Islamic center gets.

The Islamic centers are also seen to be seeking to operate programs that help promote the intercultural understanding and the mutual respect. This implies that, in the current society that we are living, working as an Islamic center in a region that is not Islamic is proving to be quite challenging (Sullivan, 1994). This is accrued to the prejudices that the people have formed on Islam and as such, it is quite imperative to create a positive image with the neighbors if at all an Islamic center wants to succeed (Nacos & Torres-Reyna, 2007). This makes the Islamic centers to create these programs that help them in promoting mutual respect

and intercultural under- standing among the people.

The need to change the perceptions of the people concerning Islam leads to the Islamic centers designing curriculums as well as the cultural diversity programs in the public institutions that supplement the desire to increase the level of perceptions that the people have towards them (Cesari, 2004).

Religious and cultural literacy is one focus that these centers have and they tend to promote peace and cohesiveness with the neighbors. One thing that these centers deals with and they tend to build the confidence and a sound understanding of the culture and the implica- tions that this have on the future.

The Islamic centers are also undertaking initiatives to ensure that they have promoted mutual respect among the neighbors that have diverse religious and ethical observations. This implies that these institutions have made collaborative efforts with the local communities and other regional organizations to ensure that there has been a divers group that seeks to push against the societal preconceptions of issues such as discrimination and in this case, they intend to be promoting the civil dialogues across differences and making sure that they have built rela-

tionships as well as peaceful communities (Sullivan, 1994).

As such, to ensure that the longevity of the organizations have been in correlation with the needs of the public around them, these Islamic centers seeks to advance justice and human rights that are paramount in the society (Han-iff, 2003).

To be in good terms with the local populations the Islamic centers also ensure that they have participated in the community functions. One way that they do this is by organizing communal events that would bring the people together (Cesari, 2004). These include sporting activities as well as the communal elderly visitation. In most of the areas where these organizations are established, they are seen to be voluntarily take initiative of organizing a communal gathering that would unite the people together for a common purpose. In case there is a function such as a fundraising for the company, the Islamic centers tries to ensure that they have participated and they have helped the community in raising the required funds (Zamani-Farahani & Musa, 2012). By doing this, they seek to form reputable relations with the people and once the community has a positive perception and awareness of the services and programs that the

Islamic center provides, this is one step to getting them to believe in the organization's course and relate well with the organization (Nacos & Torres-Reyna, 2007).

Thus, as the existence of nonprofit organizations stands to be a challenge in getting the community to be aware of the services and the programs of the organization. The Islamic centers are more faced with negative perceptions as most of the people do not believe in the Islamic religion. As such, it is paramount for them to form good public and external communication to guarantee that the people relate well with the organization and they understand the operations of the organization that in most cases are targeted towards helping them. External communication is thus one of the major things that these Islamic centers need to work so that in the raising awareness in the community, this process will be more effective and yield positive results.

*** Research questions?**

- 1- What are the most prevalent communication planning for marketing techniques being used at the ICC?
- 2- How is the communication planning effective to realize the goals and the objectives of the ICC?

3- Are there loopholes in the current status of the marketing communication planning for ICC; what can be done to cover up these loopholes?

4- What is the best media's tool to use in marketing at ICC?

* **Analysis&Discussion**

In the process of generating the findings for the study, an investigation of the research questions was conducted. Three research methods including a survey, interview, and content analysis for the website <http://www.iccharlotte.org>, were sought to give an insight into the pertinent communication issues at ICC. This section will, however, apply two theoretical concepts to obtain a communication strategy solution at ICC. In collecting data, the researcher used survey, content analysis, and interview methods.

The analysis of the results can also be well stipulated through the use of both social capital and impression analysis theories. These theories are significant as they insinuate on the appropriate way to create social bonds within and outside the organization alongside managing the organization more efficiently.

* **Putman Social Capital Theory**

This theory can be applied to fill the operational gaps that exist in the current marketing plan at ICC.

The theory has been applied to social groups to build and develop the organization- al trust and reputation. At ICC, from the context analysis and survey, the institution observes multiculturalism and thus, building trust and reputation among the committee members is necessary.

From the history of the organization, there has been a bad reputation that was left by the previous committee members who did not use the right methods of communication. The current committee has thus undertaken efforts to utilize social capital to raise the level of understandings in the society.

* **Survey**

Yes/no Questions	yes	No	kind of
Are you satisfied with women committee previous work?	% 75	0	% 25
Do you want us to continue our work?	% 90	0	% 10

Table 1Analysis of Reputation.

This reflects the perceived goodwill that a social group has which is often a result of applying social capital. When the committee in

the organization started its operations back in the year 2015, they were guided by a clear mission and vision statements.

Owing to the differences in culture, there has been diversity issue in the organization, and it has become hard for the committee to keep all the members engaged and at the same time gain their trust. In the interview with Mr. F.D., who was the former manager of ICC, and Mr. Mohammed Khan, who is on the ICC-Imam, agree that the organization is trying to apply institutionalization to glue different cultures together to create a strong bond as ICC is striving to meet multicultural needs to meet the demands of the community.

The contents of the organization's website are being updated to meet the communication needs of the community, and the members, and this is building a positive reputation. The results of the survey show that 75% of women were satisfying with women committee work in the past two years. Also, most of the community wants women committee to continue and develop their work. There is more explanation in the next section.

*** Analysis of Trust/Mistrust**

The trust and reputation are the overall prestige that a particular social group has which is induced by

the application of social capital. Social capital essentially builds entrusting relationships which help in the creation of supportive social structures across different social networks. In the case of ICC, the first time the new women committee came to the field of ICC they faced the problem of distrust because there has been a lot of distrust that has been fostered by the previous women committee.

The distrust from the organizational members was a result of the past women committees failing to use the right communication channels. The new committee seeks to restore the public trust by welcoming other people into the community to enhance an improvement of life for all the members at ICC.

In building the reputation of the organization, the results of the interview and survey revealed that the ICC committee members try to help other women in an attempt to gain prestige in front of other people, the administration, and the Board of Directors.

As they build their confidence, these women have opportunities to teach classes or volunteer for daycare, and they exercise their growing power by enforcing the rules of the prayer room.

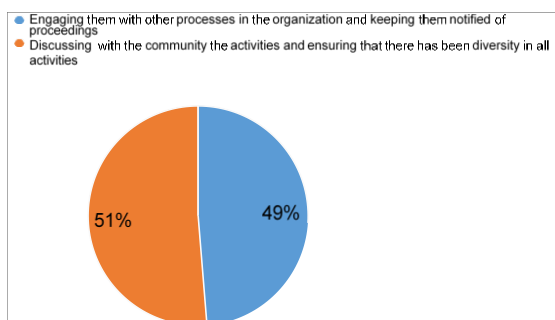
New women committee came to change the ideas of controlling and forcing because this place is to gather people to be on one heard and word. The first step that women committee did, was to please people to come to the activity like Halqa and potluck.

From the survey, people agree that women committee are taking actions to fix that gap.

See the chart below.

*** What have the women committee done to make the women participate with us in the activities?**

*** Chart 1**



The survey results revealed that people at the ICC have learned to trust the new women committee for three reasons: first, the organization incorporates volunteering, motivated by re-spect for the organization instead of a salary; secondly, the organization also works toward the goals of the ICC together, unselfishly; and they also try to create multicultural Islamic attraction for everyone to enjoy together and make women participate with women committee.

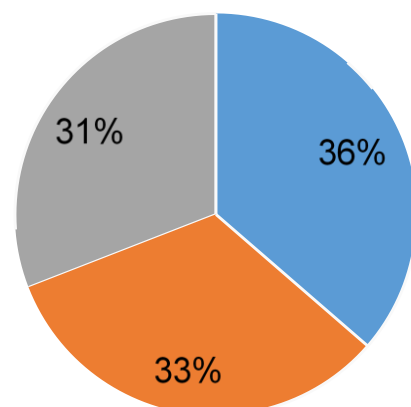
Women committee try to gain people's trust by making them one of them. People started to contribute their ideas in the activity.

The second chart shows that women committee need peoples' sugges- tions about dealing with massive communication issues, especially cultural differences.

*** What is the appropriate way of dealing with massive communication issues in the organiza- tion like cultural difference?**

*** Chart 2**

- Women comittee should make sure that every one contribute their ideas and make sure that everyone say their feedback
- When their is a big issue, women committee should raise the case up to the administration
- The transparency in presenting the case to the administrator or/and bored of director and discuss them.



As the chart shows, the community gives a suggestion about

dealing with massive communication problems. This question was in general, but mostly those problems appear in Ramadan month because Muslim fast from sunrise to sunset and come to ICC to break their fast. When a big community comes together to pray and have a good time, a lot of problems will be present there. A 36 percent of people suggested that to bring different perspective to gather, they should make sure that everyone has his own space and option to speak up.

Secondly, a similar percentage informed that when a big issue appears in public, the administration should carry it out. Those results show how people trusted women committee to handle those communication problems.

*** Analysis of Bridging Capital**

This element is closely related to the organizational resources that help in the process of developing relationships between different social groups, connecting the group to the resources that are basically outside its own circle. McArthur describes bridging capital as those resources that improve the interactions between social groups, linking groups to the outside resources.

The survey found the administration of ICC undertaking measures to connect the ICC to

resources and groups outside our own circle, especially in fundraising initiatives. This bridging capital can be seen in the diverse attendance of ICC gatherings, picnics, weddings, and lectures, which many partners and allies are invited to enjoy the organization. The ICC administration uses both external and internal techniques such as social media applications (Facebook and WhatsApp) to communicate with the public.

This implies that the organization has tried to plan for annual holidays among other activities alongside advertising all the upcoming events by posting them on the board for the members to be informed. More to that, the organization has also tried to ensure that any events that involve the community has been posted on the website as well as on Facebook. In order to communicate properly to the general public and make an appeal of the processes and issues at hand, the committee was noted to be using social media applications such as Facebook, Twitter, and weekly newsletters.

The survey shows that ICC are more likely to use WhatsApp, email, and social media to communicate with people who are considered external resources.

Table 2

1- What kind of communication tool do you like women committee to contact with you?	Messages(WhatsApp)	Email	Social media
	%60	%20	%20
2- How should women committee use the WhatsApp group?	When there is delay or change on times, notify people early	Announcing the things early and using informal language	
	%50	%50	

When the researcher asked specifically about the WhatsApp group of the community that was created by a member of women committee, the collective action shows that most people agree about both answers that they need to be notified early when there is time changing, also the using of informal language is favorable.

*** Analysis of Bonding Capital**

According to Putman, this aspect considers the resources in an organization that tends to hold all the social groups in the organization together. As a Muslim community, the strongest bind that the ICC members have, despite the communication issues of the previous commission, relates to the spiritual bond of Islam. The organization was seen to be trying to establish profound bonds with different members

of the community. The volunteers and the coordinators who actively manage the daily activities of the organization are purposely selected from all nationalities and cultures.

This has been seen to be encouraging the development of activities that promote rationale engagement in the organization. More to that, the organization has also taken the mandate to invite other people from the Islamic cultures by announcing these invites through the WhatsApp group that has been created for this purpose. Survey results find that social media serve as bonding capital, to glue the ICC together and link the organization with the public.

Also, the interview shows a similar perspective that comes from the administration about, what are the most prevalent communication technique being used at ICC?

Mr. F. D and Mr. Khan stated that email, social media like Facebook and Twitter, and newsletter keep people updated with everything they need.

Also, they expanded talking about women committee efforts by trying to put people together. They referred that women committee are the backbone of ICC activities, and they are driving forces in making the family participate in the events. Yet

even make it more attractive because of their great ideas.

The administrator suggestion is to recruit more talented women to expand and spread the effort. Bringing more talented people will come new creativities and new ideas on how to promote more educational programs and social events.

*** Goffman Impression Analysis**

This theory can be accrued to have a high stake in this analysis as it helps in understand- ing the process through which the ICC women committee undertakes to make influences on the perceptions of other individuals. Through the process of regulating information and controlling the influences in social interaction, this theory stands to help in explaining why there are very profound considerations needed by the organization to govern the impressions to the public. The study of impression management is important, especially on footing and framing.

*** Analysis of Impression Management**

Impression management has been seen to be collectively trying to initiate a goal-oriented approach for the organization to enhance the process of social interactions with the members of the community.

It implies that the organization needs to make sure that they have conducted a self-assessment of beneficial marketing information they need to share with the members, as well as the rest of the community, to initiate a positive response and realization of the goals of the organization. The impression management insinuates that ICC committees are mandated to ensure that they have selected the right messages to appear on the websites of the organization.

Impression management is an interesting phenomenon in the internal communication between the organizational members and the managers. In order to gain an understanding on the creation of the organizational identity and why change efforts are usually challenging, it is, however, important to study the organization communication process as well as the interpersonal relationships between the significant actors.

At ICC, the information that the leaders in the committee present to the public helps to define the situation that the organization is in and this enables the members to be aware of what is expected of them and what they may be expecting from the organization.

According to Goffman, the impressions and expressions of an individual (and the capacity to give impressions) appear to radically involve different kinds of significant activity in the form of giving and giving off. These also relate to the expression that the individual gives and the expression that is given off. Using these types of communication and expression, the individual is able to convey misinformation by deceit and feigning. It is necessary that people identify the right way of expressing themselves in order to avoid incidences that would be termed as deceit and feigning.

Goffman has employed notions like front versus backstage, setting, and appearance in explaining the mechanics of impression management. Self is an interactive constructing that has been developed at great length as well as in different research to justify organization communication. At ICC, the organization has widely applied these concepts in deciding the kind of information that the organization will share with the public. The rationale for deciding which information will be presented at the front and at the backstage is usually decided by the leaders in the management who strive to ensure that they have created the right form of

impressions. Accordingly, different positions towards the formation of impressions that is communicated may be taken.

This means that an individual may extend their sincerity and believe in creating positive impressions.

The researcher inserts a previous internal problem as an example of how ICC experiences the front and backstage and what can cause conflict between women committee and a specific group of people which was one of the cultural differences. We have discussed how the ICC has problems created by the poor communication patterns of the previous women committee.

We reviewed how the new women committee is trying to rebuild social capital by handling diverse cultures more fairly and providing supportive environments, and clear roles and responsibilities for everyone supported by our previous administrator. The researcher will now apply the theory of Impression Analysis as conceived by Goffman. According to Goffman (2016),

“Dramaturgic metaphor, can examine the messaging of an externally facing communication in which the audience needs to connect with the communicator.” Impression Analysis theory is applied here to ex-

plain the four key concepts of Goffman's dramaturgic metaphor.

We can imagine the ICC as a theater: the backstage is where decisions are made, and programming is practiced, and the front stage is where our efforts are enjoyed by the public. The messages that need to travel between the backstage and the audience are often relayed by the women committee. One sub-group of Moroccan ICC members is a good example. They are extremely bonded to their culture and traditions, highly loyal to their countrymen, and respect the elders of their communities, so the Moroccans of the ICC selected an old lady as their spokesperson.

The Moroccans had a hard time fitting in with the ICC in the beginning. For one thing, the ICC is a popular place to hold funerals and weddings; when their leader's brother died, the Moroccan group gathered for a memorial service, even though they interrupted a scheduled lecture to do so. We, as the women committee, asked that they email Administration to set appointments when they need to use the worship space. The leader responded that she had emailed the Administrator—but it was to state that they would be holding a same-day funeral, not to ask permission. The Moroccan group

felt deeply insulted, as they considered the Mosque a "House of God" and felt as entitled to use it as anyone else.

This same group wanted to serve food at the service, even though eating was forbidden in the worship space of the Mosque. Our women committee selected one Moroccan woman from their group to discuss this with-meeting with her to try to avoid conflict and offering a compromise such as keeping the food confined to a tablecloth, and having her relay the compromise to the group. Once the event had passed, we invited the same Moroccan woman to the women committee meeting for a follow-up discussion, where we asked about this funeral.

From our perspective, there is nothing in Islam requiring funerals to be held at Mosque—especially when the deceased died overseas, and it was only a memorial service. We could not understand why they would want to disrupt the activities of our community's religious center for no reason.

But this woman explained that in Morocco, the Mosque is so much larger than family homes, and funerals have such great attendance, that these services are always held at Mosques. Since this was the cultural norm, her culture adjusted to expect

that families bring food to the Mosque during funerals, and that appointments are never needed for these services, out of deference to the families of the deceased. By engaging in two-way communication, we learned more about the Moroccan culture we serve, and more about how to meet their needs.

In other words, by working with the Moroccan spokeswoman to relay messages between the "audience" and the "backstage," we were able to find a solution. Our "backstage" was the women committee meeting, where we could speak freely without worrying about embarrassing anyone. She was then able to recognize that we wanted to find a solution, and she presented it to the Moroccan group, so our committee would not risk offending their sensitivities.

The notions of the front or backstage signify that parts of the organizational performance in a general and fixed fashion to define the situations for the people who are observing the performance.

ICC decides to make formal presentations of their activities and the economic status. These are provided for the public and the members of the organization to have a collective knowledge of the organizational processes.

This is contrasted with the notion of the information that is usually presented in the backstage. This is usually a place where the impressions that have been fostered by performance are contradicted knowingly. In general, ICC ensures that the impressions and illusions are openly constructed, and they hereby plan an effective communication strategy. Women committee is being in the front stage and supported by the leader of the organization. Now our backstage is kind of weak because of our new leader.

Women committee's impression about the new administrator is not clear because we got a little confused about our roles and activities which is also an internal problem. The researcher is not sure about the reasons, it might be because our leader had a debate with the board of director about some issues which affected women committee work. Or there are roles changing somewhere in the instructions.

As the result of the interview, when the researcher asked about the current situation of women committee, do you think that women committee have a clear regulation and instruction decided by the board director? Mr. F. D and Mr. Khan said, "we lack the procedures and

guidelines to handle those activities, there is a dire need to develop the procedure guidelines to educate current volunteers and future volunteers about the scope of work.” This is what happened in the backstage of ICC, now that affects the people’s impression and women committee impression to ICC.

*** Analysis of Framing**

According to Goffman, creating an impression to the followers is very practical in the day to day operations.

Goffman highlights that framing is practical as it helps in understanding and organizes the experience that people usually have. This reflects that the ICC has been trying to incorporate an aspect of symbolic interactionist perspective, as this has been helping in emphasizing on the interactive process nature of the communication. The framing of social interactions for ICC is necessary to make sure that they have created a positive impression among different audiences. The research through interviews and the content analysis revealed that the organization needs to make sure that they have integrated and changed their communication initiatives to create a stronger appeal to the public and to other members of the organization.

Women committee framed their message by using email, phone numbers for direct contact, and the WhatsApp group, to bring the groups into the fold with the other Muslims of the ICC. The women committee agreed to start making ICC announcements in both Arabic and English—this would attract more event participants by being more inclusive, as well as avoiding schedule conflicts by increasing understanding of the calendar. Our committee wants the ICC to send the message to all Muslims, of all cultures, that we are here to open our ears and listen to each other—that, no matter our differences, we must first see ourselves as children of God, and taking this Islamic perspective first will help us be more sensitive in our individual perspectives.

Framing is considered to be an important concept that is grounded in media research and increased public relations. Research by Goffman highlights that the establishment of frames in the organization is essential to formulate an understanding of the appropriate communicative moves.

Goffman has made some reasoning as to why some activities are interpreted as serious while others are not. The framing of actions of members in the organization is important for them to identify the

right time for them to "play" or the "real thing" that is occurring in the organization. ICC have some issues with some other groups, but the writer mentioned Moroccan because they are the second large population at ICC.

Goffman has made a further explanation of the significant frames that are used in interactions.

According to his analysis, framing can be used as a way to explain the background parties need to interpret the ongoing conversations. In other words, the members of the public, in an organizational setting, can be able to formulate an explanation and question as to "what is going on here" in the organization. At ICC, the results of the interview with Brother Fadi and Khan found that they agree about a great communication between women committee, the members of the organization, and the public. Also, they added that ICC is always going forward to ensure the right framing in the organization by using the available communication tools. It is the nature of human beings to make perceptions of events in terms of the primary frameworks.

The type of framework that we employ usually helps in providing us with a way of making descriptions of

the events to which framing is being applied.

The idea of developing a primary framework is that the key concept that is needed by the members of the public to identify the contexts of the organization and understand the course of action that is required of them. However, women committee now tries to draw framework that contains helpful and meaningful activities for all the groups starting with kids then adults.

The activities that the organization has is meaningful in its own right through a primary framework that might be transformed or keyed into having a socially structured and constructed meaning.

The expectations that the public has for ICC is directed towards their comprehension and interpretation of events and operations of the organization.

At the same time, these expectations that the public has usually influenced their perceptions. Sometimes the rule of forbidding eating inside the prayer room is not followed by the women most of the time especially on Friday night and Saturday. Those days are busy and full of people who come and do their activities. When ICC and women committee arranges events there, people expect that they can eat inside

because of the crowd and as women committee we become so road if we say that is not allowed.

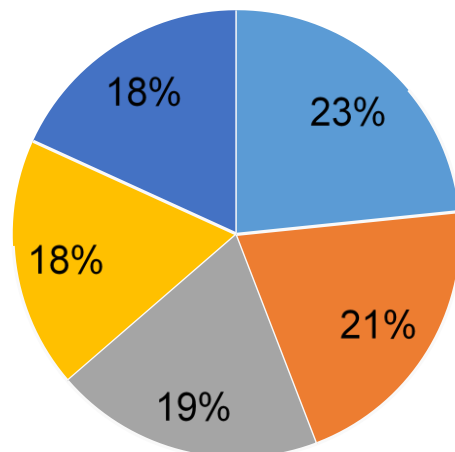
I found the problem is in our discourse, not in the rule. Therefore, the organizational frames are expressed in discourse and subject to collective constructions. For example, one time women committee announced a potluck on Friday night at ICC, but only two women came, after that we faced a similar attitude. In a while, we found out that our words were framed in not a creative and attractive way. Usually, in our announcement on WhatsApp, we do not use many emojis along since we use formal language. We understood that we had to reframe our words and be more informal because the board of advertising at ICC already uses the forward and formal language.

We had to be more intimidated and close to the audience. Also, we had an old woman who does not use technology a lot, or they do not believe in the invitation card that comes through WhatsApp. I believe we should frame our words into a paper card and mail it to their house. In the survey, the researcher generally asked about suggestions that can improve our work frame, see the chart below.

*** What are the suggestions that women committee should consider to improve their performance?**

*** Chart 3**

- To be more organized and operate along a standard process
- Choosing the appropriate discourse when dealing with diversity
- Diversity of activities and choose a best time for everyone to participate
- Arrange meeting at specific day that is appropriate for everyone and inform members of agendas
- Having experience of dealing with diversity and kids



As results show, the community agreed about the same ideas that link to women committee performance. Most women suggested women committee to be more organized in their meeting schedule, then the second point is to choose an appropriate time to speak to people socially in Ramadan month because we accommodate different kinds of cultures who need particular ser-

vices from the administration. Finally, they suggested to be more professional when dealing with kids of different ages.

*** Analysis of Footing**

Impression management has also been noted to be highly dependent on different situations. According to Goffman, footing relates to understanding the differing roles of various participants' roles which they may be forced to adopt through interaction.

Footing has been considered as the concept through participants' posture or stance in interaction. This implies that footing includes both nonverbal and verbal signals that represent the attitudes of the participants towards the issues of communication. If the ICC committee wants to enhance their footing amongst the members and the public, they need to develop strategic interpersonal behavior to shape or rather influence impressions that the public and members form.

Footing may sometimes be held across a behavior strip that is usually less than a grammatical sentence. This may seem to be varying, and a continuum must be considered from the gross changes in stance to the most subtle shifts in tone that can be perceived. With the interview results, it is evident that

the women committee, who was in the management beforehand, did not use the right communication patterns to initiate positive responses from the public and the members. Changes in footing are marked by sound markers, like the rhythm, volume, pitch, stress and tonal quality. For the leaders in the women committee, speaking to the women members and the public may present different reactions towards different subjects.

Goffman has also made some division to the footing of a speaker in three parts. These include the animator, the author, and the principal. The animator is usually the person speaking, the author is the person who chooses the content and form of what is being said, and the principal is the person who is behind the utterance and whose attitudes are brought forward.

At ICC, the animator is usually the women committee members who present data and plans to the rest of the committee and the members of the organization. The authors are the leaders who take the initiatives of preparing the plans of the organization as well as come up with the strategies that need to be followed.

The principal is the entire organization whose intention is to communicate to the public on the

pertinent issues and the volunteering activities that are directed towards increasing the reputation of the organization to the public. In footing, the relationship that exists between the message and the spokesperson is usually important to be put into consideration.

For instance, women committee contains a Principal, Secretary, Chairwoman, Financial Officer, and other executives. In the case of Moroccan, our Principal came up with the idea to gather the group of Moroccans into one collective and discuss our issues. I, as Secretary, suggested using a WhatsApp group for communication with the Moroccans, as it would be less public. Our Chairwoman suggested recruiting one or two Moroccan ladies to discuss our issues with, and this was the option we agreed upon as a committee. When we handled the issue, we saw we had agreed upon the right action to take. The same thing with kids who play in the prayer room while the prayers are praying.

Women committee had our meeting with our proves principle and we draw and agree about the action that we will take to fix this problem. The point now is our decision is weak because the next principle did not stay long and quite from the potion. Now we had a

temporary person in the administration office with a not much power and the limited role which affect our work as women committee.

*** Analysis of Face**

McArthur (2016) calls for close attention to “Face: the negation of positive and negative face between communicator” (p. 42). Our message from the women committee asserted the goodwill of the administration, by applying the rules equally and fairly to everyone. The committee tried to underscore that message by reminding the ICC public—the “audience”—that we are not there to boss people around, but we are all peers who share the ICC together and learn from one another.

Saving face is an ongoing challenge, and our women committee still has to contend with the negative reputation of the past, and misunderstandings in the present. But as the face of the Administration, we must make efforts to assert goodwill toward the community.

Our committee is challenging the idea that we exercise power through threats. Also, if we commit mistakes, it is going to be from women committee themselves not from the administrator. We show people that we are there to advocate for the public and look out for the good of the ICC.

We know that the only power we have comes from people voting for us, and from the administration supporting us. We have recognized some of the ongoing communication issues that the ICC has suffered, especially in dealing with the diversity of cultures in our community. Since each culture has its own worldview, Impression Analysis is an appropriate theory to apply to start repairing those relationships.

In addition, face is constantly negotiated in the process of communication. In general, it is the interest of all participants to ensure that they have maintained their faces. As ICC is trying to incorporate multiculturalism, they will be forced to make variations in the content of face. More so, the content of face will also differ in different cultures.

The mutual knowledge of the member's public faces or self-images, and the social necessity to originate oneself in them can be termed to be universal. The concept of face in the organization among the leaders is always intertwined with personal prestige and power. In the management of ICC, the power of face can be used in the process of maintaining interactions and tracing any pertinent information to avoid any incidence of conflicts of interest. The aspects of face can be treated as

basic wants for all members of an organization. There are two key components of face concept. These include negative face and positive face. The negative face usually rests to be component of every adult member whereby their actions are unimpeded by others.

The positive face is usually the want of every member, that their wants could be desirable at least to some people. At ICC, the survey found that the committee members are trying to appeal to the members to support the organization operations and the public, too. This implies that it is with the usage of the positive face, they can be able to create positive impressions to the members and the public. Also, the survey of women committee members found that women committee nowadays are having a negative face because we are losing power and control because of the lack of our activities and serious action. For example, the first meeting with our new women committee members some women did not show up. Also, we did come up with some ideas, but we could not apply it because we do not have an administrator and we need a long time to approve those activities from the board of director.

*** The Market Impact**

The ICC serves everyone, whether Muslim or not. Some of our greatest challenges are, therefore, with our public and community in terms of language. The wide range of different languages, dialects, and accents creates a need for volunteers and staff with diverse language skills.

People who may not be fluent in Arabic or English need to be able to communicate and understand the rules of the ICC. While the majority of members are Arab, there is also a good number of Somalians, as well as a few Americans and Hispanics, so our strategic communication plan needs to provide ways to get our messages across to all. One way to achieve this is by having a set meeting, or even a standing space, to contact representatives from each of these different cultures, so people can find someone who understands them to discuss their needs. We are also in the process of changing our location to facilitate effective communication.

Even though we have monthly fundraisers to develop and fix many of the ICC's issues, this has not always been well organized. In the past, there was a situation where a construction project was halted because the money ran out before it was completed. Currently, a roof

repair is in process, after which new tech needs to be purchased, like a TV and microphone. A strategic plan must attempt to find an investment company, business, or other support to help us stay financially organized.

However, internal communications are important to ensure that the organizations have motivated, informed and counseled the employees as well as the volunteers (Burt & Taylor, 2000). It is also important for organizations to develop an integrated internal communication to set the stage for the external communications.

The ICC needs a strategic location (such as Uptown Charlotte) where most of the public can meet. The first step is already taken, by moving to a new building with 5 rooms that will fit all our members and their families. The daycare will also have a special room with a TV and entertainment to keep children busy while their mothers are praying or listening to lectures.

The wider public of Charlotte, in general, can view our updates by visiting our website or the Facebook ICC group. The small external problem with this is that there are only one or two people handling social media. We need to provide more people, and a wider diversity of languages, on our social media.

We also have the Quranic Car; this is the shuttle bus that brings people into the ICC on Friday for prayer. This shuttle is owned by another organization and is only for Islamic purposes; we propose to keep using it to shuttle people to prayer services and continue meeting those needs. In one hand, the result from the content analysis of the website.

The researcher wanted to find out the rule of women committee that related to the website. Also, how can we improve this marketing communication plan? First, after looking at the website, we need to communicate with our advertising member more effectively. Our website does not have a section or column that elaborate who we are and what are we doing. There is a section called women program, it shows women activities but not women committee activities because our activities and work are held on Fridays.

Also, the researcher referred from a marketing perspective that ICC website does not have much of an interactive tool that can reach the audience and expose to their feedback. I cannot deny that this year, our website's content is much better than any time before.

On the other hand, on Fridays, we provide speakers to discuss

different topics. At the same time, we try to keep backup speakers, in case a scheduled speaker has an emergency and cannot present. This is one way Social Capital theory displays bonding capital, by holding a social group together.

We faced an issue where a speaker had to leave the country for a few months; because we had social capital with our backup speakers, we had a whole list of people willing to substitute, until our speaker came back to the country.

*** Our Imam is One of the Media**

Our Imam is the ICC's ambassador, presenting our activities to the outside world and inviting other organizations to come in and experience the ICC. He is frequently a speaker for other organizations.

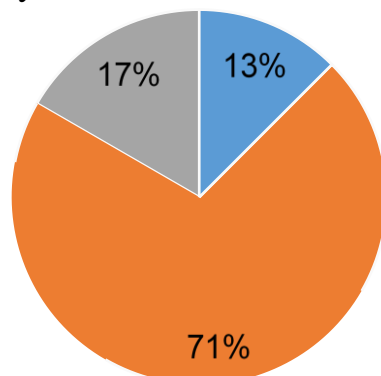
Our committee receives mixed feedback sometimes. On the one hand, some of our public are satisfied and appreciative of the work we do. On the other, some are not satisfied, and they complain about rules and restrictions. Most of the complaints expect overnight progress, with issues like fixing the roof or repairing restrooms, or providing a children's room; we have to balance the public need for swift action with our financial challenges, and a lot of fundraising can fix that. As result of the survey, the researcher asked two

questions that show the marketing rate in the ICC so far.

*** How often do you go to another center?**

*** Chart 4**

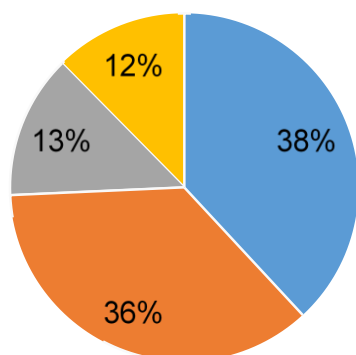
- More than three times in a week
- Once in week
- rarely



*** What was the thing we did that was most valuable to you?**

*** Chart 5**

- Make the women participate in activities like potluck and fundraising
- Providing daycare every Friday while women have their own Halaqa
- Providing Halaqa every Friday
- Arranging holidays events every year at ICC.



Goffman argues that Impression management can be

relatively defined as the process through which the people make an attempt to make influences on the perceptions of others regarding an object, person or event. From the survey, it is clearly to see how women are impressed with our work last two years. The higher percentage shows that women prefer to interact with women committee and participate in the activity. They do not like to be a receiver.

The second higher percentage were satisfying in providing daycare during activity time.

Women prefer to go places where the priority for their kids to have a good time

- 1- Strategies
- 2- Goffman Impression Analysis Theory
- 3- Strategies to enhance impression management
- 4- Strategy 1: adding a section of women programming to ICC website

The ICC should add a section that introduces ourselves and programs for the old and new audience. In this section, they need to redesign the presentation of organization's information and include more options for the women to raise their suggestions on the content of the advertisements and public appeal approaches. The section should provide an excellent

benchmark and public impression to the public.

Resources Needed: videos of the activities of the committee, a well-crafted description of the organization's activities, the activities that are sponsored by the women committees and individuals to design the website.

Timeline: page will be created on January 1st 2019, and updated regularly.

Criteria for success: after the page has been updated on a weekly basis, its current status can be shared with the other members in the organization.

Strategy 2: Continue using WhatsApp and Facebook pages for communicating.

The ICC should ensure that they have continued using social media websites such as Facebook and WhatsApp to interact with the members as well as the general public. The websites should contain pertinent information on the ICC voluntary activities, the plans, and news that the public and members should be aware of.

Resources needed: a proper integration of internet in the main offices of the organization, experienced individuals to keep the website running, and controlling the flow of information.

Timeline: from the creation and opening of the official organization's websites on January 1st 2019, the contents will be updated on a weekly basis.

Criteria for success: after opening the official social media websites for the company, there should be an increase in the level of interaction with the general public as well as the members. Also, an increase in the number of volunteers is a success factor.

*** Strategies to enhance framing**

1- Strategy 1: modifying the website content appropriately to ensure that the material presented is informative.

From a marketing perspective, the organization's website should be set to become an interactive tool that can reach the audience and expose to their feedback. Therefore, ICC should make sure that they have adopted the right communication tactic for everyone to understand their business. The organization also needs to change the website content and include more women activities and volunteering initiatives that have become successful and the ones that are underway. This is to keep the members and the volunteers informed of the social, organizational course.

2- Resource needs: market research team, website content creators, and

some computers to keep editing the organizational activities.

3- Timeline: after the content of the websites have been developed and updated on January 1st, 2019, the developers will constantly keep posting updates of the organizational activities.

4- Criteria for success: positive feedback and response from the public and the members of the organization along with reviews and website visitors will mark a positive outcome.

5- Strategy 2: meet the multicultural communication demands of the public and members.

As the organization is undertaking initiatives to becoming more inclusive of other cultures, they need to make provisions for these cultures, and the presentation of information in the social media application and organization website should consider using a language that everyone can easily understand.

The committee needs to use different communication channels such as WhatsApp group, Facebook, Twitter, and flyers to present the plans and any other useful information about the organization.

6- Resources needed: for this strategy to work, the women committee needs computers, experts in computer information, and website developers.

7- Timeline: there is no specific timeline for this strategy. Once the website has been developed and the social media contents have been created, they will be regularly updated to meet the cultural needs of the public and the members of ICC.

8- Criteria for success: the organization will closely monitor the increased participation of the women members and the public in the organizational activities.

*** Strategies to enhance footing**

1- Strategy 1: develop strategic interpersonal behavior to shape or slightly influence impressions that the public and members form.

The target audiences for the business communication need to create desired impressions of themselves as well as their interactions with others. The management and the women committee need to use positive communication and impressions of themselves and the organization as a whole.

2- Resource needed: individual change of communication patterns.

3- Timeline: the change in communication tendencies of the committee members will begin since their inauguration and will not stop until their tenure.

4- Criteria for success: positive response from members.

5- Strategy 2: the members of the organization are mandated to follow the guidance of the committee members.

The members of the organization will need to adhere to the guidelines that have been stipulated by the management to avoid the incidences of overlapping this rule. The committee members also need to make sure that the guidelines they set for the organization are fair and considerate of the members' interests alongside the interests of the public.

6- Resources needed: in meeting the guidance, the individual perceptions are the only resource required.

7- Timeline: the change in the interactions and observation of the guidance should not stop since joining the organization.

8- Criteria for success: positive response from other members and the general public.

*** Strategies to enhance face**

1- Strategy 1: ensure the promotion of positive interaction and impression to the members and the public. Also, women committee have to be at the meeting and discuss our work with the board of directors since we do not have administrator now. That will enhance the public impression positively.

The committee members have the most prominent role in creating an impact on the public. The right strategy to ensure that there has been usage of positive face. When the committee members speak, they should be trying to project the desired image by the members and the public as this will be helping in attributing a resonant or discordant image alongside a positive impression.

2- Resources needed: positive communication and expressions from the committee members and learning materials for positive face.

3- Timeline: the members and committee should always positive face while expressing themselves.

4- Criteria for success: proper communication with other members and with the board of director.

5- Strategy 2: ensure no adverse impression or communication sufficing in the organization.

It will be necessary that the communication channels that the management will choose to use will pass on a positive reaction to the members. It is also necessary that the members of ICC carry the face of the organization.

During volunteering activities, fundraising, and the interaction with people from diverse cultures, it will be necessary for the committee members and the women members to

ensure that they have carried a positive reflection of the beliefs and a positive outlook of the organization.

6- Resources needed: individual committee members efforts.

7- Timeline: the committee members should always use the appropriate communication.

8- Criteria for success: positive response from the rest of the committee members.

*** Putman Social Capital Theory**

*** Strategies to enhance institutionalization**

1- Strategy 1: devise policies to make sure that ICC has established strong affiliations with the rest of the members of the social group.

These policies are important to make a strong appeal to the members and the public; the management needs to establish something that will seem to be a form of a convention or a norm to be followed by the members and even those in the administration (Tasheva & Hillman, 2018).

Specifically women committee needs a clear and constant regulation of what we can do and what we can not do. That policy and regulation should be established with the presence of the board of director, administrator and women committee.

2- Resources needed: educational materials on effective policies and individual efforts.

3- Timeline: the policies should be put to effect on January 1st, 2019. They will be regularly updated to meet the trends in the organization.

4- Criteria for success: effective and positive relationships with the members of the organization.

5- Strategy 2: Enhance institutionalization by setting ground rules and norms that both the leaders and the members need to follow.

With these rules, this will see to it that everyone has remained committed to the organization and they will be adhering to the norms and cultural attributions that guide their way of interacting with others and the public. Observing this strategy will oversee that the reputation of the organization has been maintained and promoted.

6- Resources needed: individual efforts in observing the set rules, institution education on policy setting, and adherence by committee members.

7- Timeline: the rules need to be enforced as from January 1st, 2019 and revisited on a monthly basis.

8- Criteria for success: increased participation of members and the adherence to rules.

*** Strategies to enhance reputation/trust**

1- Strategy 1: include emotional support to the members

This will consist of the provision of services, material aids, information, as well as new social contracts. The management of the organization needs to adopt a strategy of promoting good relations with the public. This should be in the context of offering the people with the services that the organization has promised them. For example, when members of the community have weddings, send a congratulations card. When they have a funeral, we perform the duty of consolation. Whenever someone asks to make wedding gathering we open the ICC for them. The community will have placed a lot of trust in the organization which will trigger business success.

2- Resources needed: counseling sessions, community engagement days, and leadership support.

3- Timeline: continued community support will begin as from January 1st ,2019 and provided on a regular interval.

4- Criteria for success: increased positive response from the public and participation in volunteering.

5- Strategy 2: build trust and reputation by showing concern of the

primary issues that affect the members and the society in general.

By making initiatives to offer guidance and a listening ear to the main problems that the community and the members have, this will create a positive impression that will enhance the reputation of the organization (Tasheva & Hillman, 2018). By honoring the promises, the public will learn to trust the organization, and there will be an eruption of good correlation.

6- Resources needed: research on societal issues and management support.

7- Timeline: the continued community support will begin as from January 1st ,2019 and provided at regular intervals.

8- Criteria for success: the support from the public and improved community welfare.

*** Strategies to enhance bridging capital**

1- Strategy 1: changing the leadership committee.

The organization will have several advantages by changing the scope of leadership. Having a broad set of leaders rather than just one group of committee members making policies and rules to be followed will be most practical. New leaders will help in bringing new ideas and information. They will also come

with additional contact and resources that may not be available in the existing organizational networks.

2- Resources needed: new leadership, leadership training.

3- Timeline: new leaders will begin operations as soon as appointed.

4- Criteria for success: effective observations of the organizational policies, increased public perceptions of the organization.

*** Strategies to enhance bonding capital**

1- Strategy 1: increasing the level of interaction between the organization and the public.

This can be done through social media; the organization can be able to make a strong appeal to the public. Increasing the interaction channels raises the opportunity for the organization to be able to engage the community and adhere to the immediate needs of the society (Tasheva & Hillman, 2018). More to that, increasing the level of interaction will be necessary to improve the information flows, raise the reciprocity level, and help in generating higher trust among the individuals.

2- Resources needed: computers and internet, technical training for updating social media contents.

3- Timeline: the process of updating the social media websites will begin

on January 1st, 2019 and will be done regularly.

4- Criteria for success: increased public participation in the organization processes and participation in volunteering.

*** Conclusion and further research**

The researcher employed two communication theories to find solutions of ICC communication problem.

The researcher reached her goal of applying strategies to fill the gaps. This communication marketing plan will be a good fit to improve women committee performance. Also, it would be a perfect fit for other non-profit organization of how to communicate successfully with diverse environment.

Therefore, this plan should be applied in the time set which will be after the election, it will give us the opportunity to have a permanent president to focus on the assigned tasks and regulation.

to be able to maintain a very well organized establishments for the community. Also, to ensure we get enough volunteers (especially for Ramadan, the approaching Muslim holy month).

Then, we will need volunteers from different backgrounds to achieve our goals, communicate with

a wider diverse community, and allow us to maximize our social capital. ICC will continue to grow, and stay successful, for the next five years and beyond.

ICC needs further improvements in the area of administration. In my further research I would focus more on the board of director and their relationship with the organization and public.

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