

# **BORDERLESS**

## 2026-2028

### Strategic Plan

*Equipping immigrants and their loved ones  
with life-changing news and information*



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This report was approved by Borderless Magazine NFP's executive board in January 2026. Any inquiries about this report can be directed to [info@borderlessmag.org](mailto:info@borderlessmag.org).

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# From the Desk of Our Cofounder

*An exciting new chapter in immigration journalism*

BY NISSA RHEE, EXEC. DIRECTOR

Borderless Magazine was born almost nine years ago as a promise to future generations. I was pregnant with my second child and had spent over a decade in journalism reporting on war and criminal justice in Chicago and Asia. In that time, I watched as our local news infrastructure crumbled and a consolidating media abandoned communities.

One in three Chicago families includes someone who was not born in the U.S. Yet newsrooms too often think of immigrants as an inconsequential minority, rather than an integral part of our city and a sizable voting population. When President Donald Trump enacted the Muslim Travel Ban in January 2017, our news outlets were caught off guard.

I cofounded the blog that would



become Borderless in February 2017 because I knew we could do better. All communities in our city deserve access to credible news and information sources. And that includes our city's young, multiracial and multicultural population, people like my own kids and the reporters in our newsroom.

We began our strategic planning process in early 2025 as President Trump returned to the White House. In many ways, the previous year had been a landmark in our maturation as a nonpartisan news organization. We surpassed \$1 million in revenue for the first time in 2024, doubled our staff size, and were named the "Future of Local Journalism" in the national Next Challenge Awards for providing free and accessible news to Chicago's immigrant communities.

We were no longer the bootstrapped, understaffed organization of years past. We had an active board, an experienced editorial and business team, and meaningful investment from Chicago's communities. We were ready for our next chapter.

Undertaking strategic planning while ICE flooded the streets of Chicago with tear gas and agents was no small feat. Our entire editorial team and most of our back office team come from immigrant communities, so attacks on immigrants were a part of both our home and work lives.

Our reporters learned how to use gas masks and goggles, we increased our security and enlisted more legal support in the face of increased threats against Borderless and our team, and we learned how to hold the pain and fears of this moment together.

We have emerged from 2025 stronger and more committed than ever to our mission and building the Borderless of tomorrow.

We vow to remain fearless in our pursuit of truth and support for our communities in the years to come, regardless of the challenges that come our way.

As part of our next chapter, I would like to share with you that 2026 will be my final year as Executive Director. I will be working closely with Borderless' board and staff to welcome a new executive director in Q3 2026. I look forward to handing the reins over to a brilliant new leader who will bring innovative strategies and fresh perspectives to this critical work.

I am a lifelong fan of Borderless and will always support the organization, both as a donor and by contributing to special projects in the future. I will continue to advocate for a stronger and more inclusive media ecosystem in the years to come. However, I am excited to return to writing and editing — passions that led me to create Borderless' predecessor nearly a decade ago.

I am eternally grateful to Borderless' incredible staff, board members and supporters for believing in Borderless and making it an award-winning, powerful, and inclusive news outlet.

Borderless is entering this new chapter in a place of organizational and financial stability. We have the skilled staff, expert board, and dedicated supporters we need to meet this moment. Now, let's get to work!

# Executive Summary

Borderless Magazine's first Strategic Plan outlines action principles for a team bringing immigration news to immigrant communities at a time of increasing hostility toward immigrants and fact-based coverage.

By focusing on our strengths as an **accessible, credible and trusted bilingual news outlet** serving immigrants and their loved ones, we aim to expand our impact and drive sustainable community investment.

## Key Findings

- Recommendation to **scale Borderless' newsroom with intention and momentum** to meet the audience's needs leading up to the Nov. 2028 presidential election.
- To increase editorial capacity and expand impact, recommendations are made to **establish resilient and sustainable infrastructure and enhance partnerships**.
- Through building the Borderless of tomorrow, **we will expand our impact, innovate our programs, and achieve operational excellence and vitality**.



## Pillar 1: Expanding Impact

OBJECTIVE	STRATEGY
<b>Shine light on the truth and hold powerful institutions to account by publishing bilingual investigations</b>	Support ambitious investigative stories by hiring exemplary journalists and investing in professional development
<b>Deepen community impact by growing annual Total Audience Reach to 8 million</b>	Invest in audience research both locally and nationally to better understand and meet community needs through our stories and service journalism
<b>Deepen impact by leveraging existing national reach, expanding editorial capacity and fundraising efforts outside of Chicago</b>	Scale marketing and field canvassing efforts to reach bigger audience

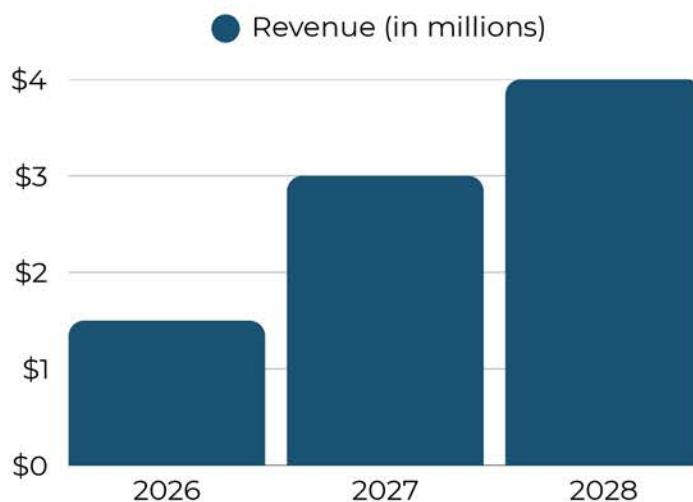
## Pillar 2: Program Innovation

OBJECTIVE	STRATEGY
<b>Educate the public about immigration and counter dehumanizing narratives about immigrants by launching new reporting beats and editorial products</b>	Expand reporting coverage of five beats: <ul style="list-style-type: none"> <li>◦ immigration enforcement and courts</li> <li>◦ immigration policy</li> <li>◦ environment and health</li> <li>◦ labor and economy</li> <li>◦ culture and arts</li> </ul>
<b>Support workforce development by tripling the number of student and emerging journalists served</b>	Streamline Reporting, Pathways, and Immigration Reporting Lab programs to provide more impactful service

## Pillar 3: Operational Excellence & Vitality

OBJECTIVE	STRATEGY
<b>Develop the board to support fundraising, open new networks and provide strategic guidance for growth</b>	Increase board size, invest in board training and strengthen committee structure to ensure sound financial oversight and organization longevity
<b>Successfully transition from founder-led organization to next gen leadership</b>	Execute a comprehensive succession planning initiative, ensuring continuity and stability during leadership transitions
<b>Build agile and flexible systems that help the organization manage risks and stay competitive in an ever-changing landscape</b>	Document and refine core processes and incorporate robust contingency planning throughout business

## Investment Requirements



To meet our audience's needs during this crucial period, we need to **expand community investment in our mission** by:

- Growing our donor base and network of community advocates
- Diversifying funding to have a bigger pool of unrestricted funding, allowing for agile decision making
- Build a nimble and efficient in-house revenue team

# Building the Borderless of tomorrow

## *Behind the scenes of a year of strategic planning*

There are many ways to develop a strategic plan. In keeping with our ethos, our effort was community-driven.

The contents of this report represent nearly a year's worth of work by Borderless Magazine's staff, board and partners. We are extremely grateful to everyone for putting in countless hours of dreaming and strategizing to build the Borderless of tomorrow. We would like to extend a special thank you to Demetrio P. Maguigad of Polyrhythmic and Katie Tamarelli of Citi for their expertise and thought partnership as we developed this plan.

Our process was iterative and responsive to both the political moment and audience needs. As our Board Secretary, Nick Tarasen, put it, we are building a flywheel – a heavy, rotating wheel that slowly gains momentum to the point where it can turn by itself in a self-reinforcing loop. We report stories based on what we're hearing



from our community, which leads them to read and watch our reporting, which in turn leads to funding for our reporting, which drives more reporting. By improving any part of this loop, we are making our flywheel go faster – and helping us grow more sustainably.

Underpinning our strategic planning process is the work our team did in 2024 to adopt the Entrepreneurial Operating System as our business management framework. Through EOS, we developed a clear, shared vision across our company and a weekly scorecard of key metrics to provide a pulse on business performance and hold our team accountable.

A foundational element of the EOS framework is the Vision/Traction Organizer – a mini strategic plan – outlined in the following three pages. Our VTO is updated annually, helping to bring long-term goals, such as those outlined in this report, to life.

# Core Values

**Fearless:** We bravely report the truth of our communities. We are not beholden to political or financial interests. We hold ourselves and others accountable as we help build a more just future.

**Equity:** We strive to create spaces and opportunities for people who do not traditionally have power or a platform in the journalism industry, particularly BIPOC and immigrant community members.

**Community First:** We are deeply connected to immigrant community members. We prioritize the expertise, desires and needs of immigrants and those who care about them.

**Resilience:** We see strength and power in each other and uplift one another in everything we do. We see suffering in the world, but find ways to take care of each other — and ourselves — as we serve our community.

**People Centered:** We approach our coworkers and the people we interview, train, and mentor with humility and an appreciation of their innate human dignity. We never deceive each other or the people who entrust us with their stories.

# Mission

To reimagine immigration journalism for a more just and equitable future.

## Core Focus

- Our passion is equity and justice.
- Our niche is accessible and impactful immigration journalism.

## 10-Year Target

\$10 million budget and national coverage by 2033

## 3-Year Picture

**Future Date:** Dec. 31, 2028

**Revenue:** \$4 million

**Key Measurable:** 8 million total audience reach

### What does it look like?

- 8 full-time reporters plus 1 full-time photojournalist
- 3 full-time editors
- 1 Pathways program manager
- 3-person fundraising team
- 10 board members

## 1-Year Plan

**Future Date:** Dec. 31, 2026

**Revenue:** \$1.5 million

**Key Measurable:** 5 million total audience reach

### What does it look like?

- 4 full-time reporters and 1 full-time photojournalist
- 2 full-time editors and a photo editor
- 7 board members
- Robust major donor program (\$1,000+ gifts)



# Unique Value Proposition

## 1 HUMAN-CENTERED REPORTING

*We humanize issues and shift the public narrative by centering authentic voices and providing the context necessary to challenge the status quo.*

- Publish in-depth, bilingual stories that reflect the lived experiences of immigrants.
- Actively work to expose misinformation and hold the powerful accountable with fairness and fearlessness.
- Mentor emerging journalists through the Pathways program to build capacity for immigrant-led reporting.

## 2 SUSTAINABLE, ACCESSIBLE & INDEPENDENT

*We are establishing a permanent, independent civic platform that empowers and serves the immigrant community for the long term.*

- Over 90% of our stories are reported and photographed by members of an immigrant community, providing us with the language skills, cultural understanding and access to publish fair and accurate stories.
- Developing strong newsroom capacity through expanded reporting.
- Expanding community connection and investment through field canvassing, events and a new Community Advisory Committee.

## 3 LEADER IN COMMUNITY-ROOTED JOURNALISM

*We are a nonprofit, nonpartisan thought leader dedicated to ethical journalism, robust governance, and strengthening the entire reporting ecosystem.*

- Providing other news outlets with our stories for free republication and leading national conversations on how journalists can fairly and accurately report on immigration issues.
- Governed by mission-driven decisions, strong documentation and an expanding Board and Leadership with relevant expertise.
- Committed to staff well-being and inclusive editorial processes to ensure authentic connection to the communities we serve.



# Pillar 1: Expanding Impact

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- Shine light on the truth and hold powerful institutions to account through publishing accessible investigations
- Deepen community impact by growing annual Total Audience Reach to 8 million
- Deepen impact by leveraging existing national reach and expanding editorial and fundraising efforts outside of Chicago

OBJECTIVE	STRATEGY
<b>Shine light on the truth and hold powerful institutions to account through publishing accessible investigations</b>	Support ambitious investigative stories by hiring exemplary journalists and investing in professional development

Borderless first made its mark as a news outlet with its unique “as-told-to” stories, where a reporter works with an immigrant to tell their story, their way. At its core, this method of reporting is about trust and accessibility – we report slowly, build rapport and conduct interviews and edits in the language the immigrant speaks.

It should come as no surprise that, through building trust and a reputation for accessibility over the years, we have also become a home for award-winning investigations.

We regularly receive tips from immigrants, leaks from government contractors and video evidence of abuses of power from sources who trust us to bring their stories to light. The accountability reporting we've produced in recent years has helped improve the safety of migrant housing in Chicago, raised concerns about toxic fumes coming from an asphalt plant on the Southwest side of Chicago and revealed the mishandling of immigrants' medical data by a city contractor. Along the way, these stories have been available to readers in

both English and Spanish, because we believe that accessibility leads to accountability.

In the next three years, we will double down on this work by ensuring our team has the experience, skills and time necessary to undertake such critical reporting.

**“We believe that accessibility leads to accountability.”**

*-Borderless Magazine Cofounder & Executive Director Nissa Rhee*

To support our editorial team in this work, we will hire an executive editor in late 2026 with extensive experience in reporting and editing investigations. We also plan to add an investigative fellow to our team during the strategic plan period to support the development of investigative skills in the next generation of journalists.

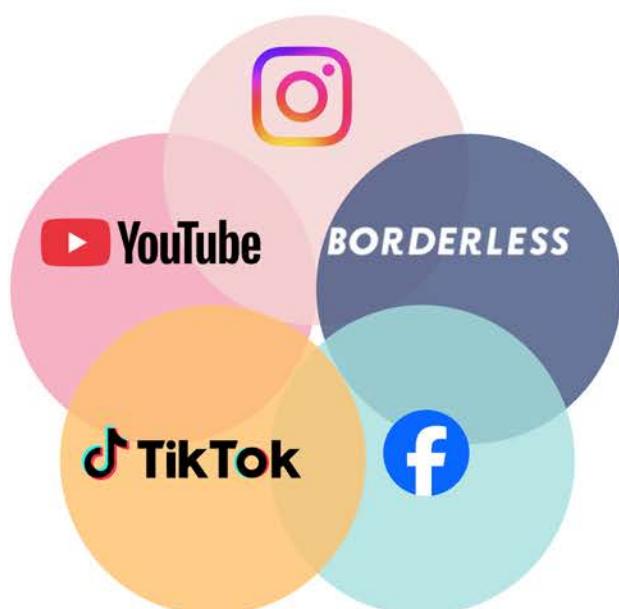
OBJECTIVE	STRATEGY
<b>Deepen community impact by growing annual Total Audience Reach to 8 million</b>	Invest in audience research both locally and nationally to better understand and meet community needs through our stories and service journalism

In 2025, Borderless moved to a new way of measuring audience impact – Total Audience Reach. This metric includes the number of unique visitors to our website and the number of users on our Instagram, TikTok, YouTube, and Facebook accounts. We made this update to better capture the ways in which we're meeting community members where they're at through original stories, investigations, resource guides and videos.

We will invest heavily in growing our TAR over the next three years, working with a

mix of pro bono and paid partners to develop more sophisticated audience analysis and marketing efforts. Two key pro bono partners – Press Forward Chicago and Northwestern's Medill Local News Initiative – have already committed to helping us with this important work.

Additionally, we will invest more time in understanding our national audience and opportunities to expand our work into new regions. Roughly 55% of our online audience resides outside of Illinois, yet we do not report on, engage with, or solicit donations from this population. This represents an incredible opportunity for Borderless to increase our impact in the years to come.



## OUR TOP PLATFORMS FOR REACHING COMMUNITIES

1. Instagram
2. TikTok
3. Borderlessmag.org
4. Facebook
5. YouTube

OBJECTIVE	STRATEGY
<b>Deepen impact by leveraging existing national reach &amp; expanding editorial and fundraising efforts outside of Chicago</b>	Scale marketing and field canvassing efforts to reach bigger audience

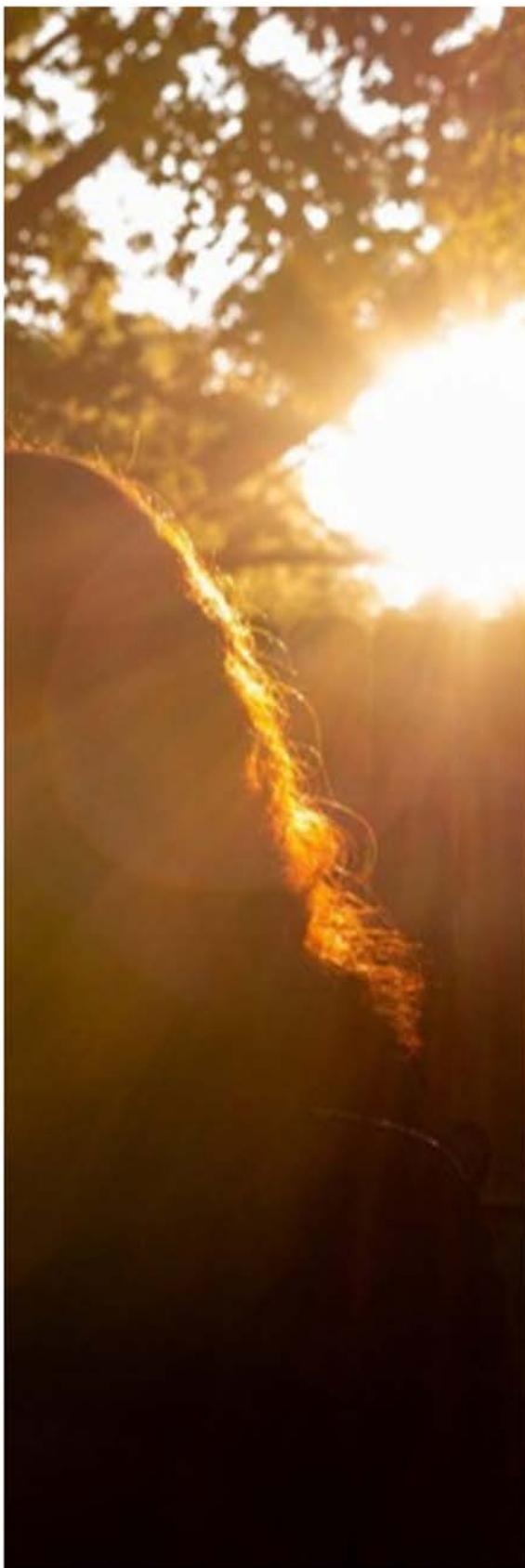


We envision Borderless becoming the premier national source of immigration news in the next decade. While our reporting has focused on Chicago, we have already made significant strides in achieving a national reach.

Around 55% of our audience across our platforms lives outside of Illinois. Readers in California, Texas, Virginia/D.C., and New York make up the largest portion of our national audience. These states have comparable or larger immigrant populations than Illinois.

Our non-Illinois audience represents an incredible opportunity to extend our impact and tap into an as-yet-unexplored pool of donors.

We will be intentional as we expand our reach, employing field canvassers to gain a deeper understanding of our national audience and leveraging partner news outlets in our top four geographies to test messaging and editorial products, such as new newsletters or stories. Large-scale geographic growth will happen slowly and sustainably as our funding pool expands.



## Pillar 2: Program Innovation

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- Educate the public about immigration and counter dehumanizing narratives about immigrants by launching new reporting beats and editorial products
- Support workforce development by tripling the number of student and emerging journalists served

OBJECTIVE	STRATEGY
<p><b>Educate the public about immigration and counter dehumanizing narratives about immigrants by launching new reporting beats and editorial products</b></p>	<p>Expand reporting coverage of five beats:</p> <ul style="list-style-type: none"> <li>◦ immigration enforcement &amp; courts</li> <li>◦ immigration policy</li> <li>◦ environment &amp; health</li> <li>◦ labor &amp; economy</li> <li>◦ culture &amp; arts</li> </ul>

Borderless works hard to ensure that all communities have access to credible news and information sources. However, every day, Borderless' editorial team has to make difficult decisions about which stories we can and can't cover due to our limited capacity.

Over the next three years, we will significantly expand our capacity to handle complex stories and establish the necessary infrastructure to help shift harmful public narratives about immigrants.

In addition to hiring an executive editor to support our growing editorial team, we will expand reporting across the five beats most requested by our audience. Each beat will have a dedicated reporter who will produce a range of editorial products, including web features, service journalism, vertical videos and investigations.

Our first new hire will be a senior reporter covering immigration enforcement and

courts. Chicago is home to a major immigration court and an Immigration and Customs Enforcement field office. These are local stories with national importance: A November 2025 KFF/New York Times poll found that 41% of immigrants now fear they or a family

**“You tell critical stories that help our community **feel less alone.**”**

*-Borderless donor*

member could be detained or deported, up sharply from 26% in 2023. In 2025, ICE became the country's largest and highest-funded federal law enforcement agency. This is the story of our time.

In addition to immigration enforcement, we will expand our reporting on immigration policy, labor, environment and health, and arts and culture.

OBJECTIVE	STRATEGY
<b>Support workforce development by tripling number of student and emerging journalists served</b>	Streamline Reporting, Pathways, and Immigration Reporting Lab programs to provide more impactful service

Borderless adopts an ecosystem approach to fulfilling its mission, offering three programs that address distinct challenges in immigration journalism. Our biggest program, Reporting, focuses on the needs of our community members. Our Pathways program is one of only two programs in the country that give paid internships and fellowships to the next generation of immigrant and BIPOC journalists. Our Immigration Reporting Lab provides training and workshops to journalists nationwide, enabling them to report on immigration more effectively within their own newsrooms.

The journalism landscape has changed dramatically since Borderless' founding, thanks in part to Borderless' advocacy for greater investment in immigration

coverage in the local news ecosystem and years of immigration journalism workshops led by the Borderless team. More Chicago news outlets than ever have immigration beats and reporters invested in immigrant stories. At the same time, Borderless' national partners, such as Documented NY and Four Freedoms Fund, have stepped up to train journalists in immigration reporting.

These developments have led to our decision to sunset our Immigration Reporting Lab in 2026 and expand our Pathways and Reporting programs. By streamlining our programs, we will leverage our unique value propositions and increase our impact. We will begin by expanding our partnerships with universities to serve more student journalists in our Pathways program.





# Pillar 3: Operational Excellence & Vitality

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- Develop the board to support fundraising, open new networks and provide strategic guidance for growth
- Successfully transition from founder-led organization to next-gen leadership
- Build agile and flexible systems that help the magazine manage risks and stay competitive in an ever-changing landscape

OBJECTIVE	STRATEGY
<b>Develop the board to support fundraising, open new networks and provide strategic guidance for growth</b>	Increase board size, invest in board training and strengthen committee structure to ensure sound financial oversight and organization longevity

Borderless' board has matured from an operations-focused group to a skilled policy and oversight team since our founding. In 2025, our executive board strengthened our bylaws and established committees and working groups with focused missions.

The next step in the board's development is expansion and training. By bringing more passionate and experienced community members onto our board and related groups, we will open new networks of funders and partners. Our goal is to expand our board from five board members in 2025 to ten in 2028. These new board members will include business leaders and representatives from the immigrant community of diverse backgrounds.

Additionally, we will invest in board training and enhance the financial oversight skills of board members. We will develop a financial scorecard for the board similar to the one used by staff to ensure that the organization's financial health is clear to all board members, regardless of their finance and accounting experience. Borderless has developed a healthy cash runway in recent years and has the opportunity to grow those

dollars through high-interest savings accounts or other financial products. A sharp understanding of nonprofit finances will be essential to protect and grow the money community members have so generously invested in our work.

**“Borderless’ board is passionate for our mission and invested in our future.”**

*-Borderless Board Chair  
Maty Ortega Cruz*

Finally, we will strengthen board committees and working groups to leverage the expertise of board members and enable nimble and responsive decision-making. In 2026, Borderless will launch a community fundraising and engagement working group, inviting non-board members to participate in our development and audience growth efforts.

OBJECTIVE	STRATEGY
<b>Successfully transition from founder-led organization to next gen leadership</b>	Execute a comprehensive succession planning initiative, ensuring continuity and stability during leadership transitions

Borderless' founders guided the organization from a grassroots journalism project in 2017 to an exciting startup in 2019, and then to an adolescent nonprofit in 2023. During this period, our founders did everything from reporting and photographing stories to fundraising and writing paychecks.

In 2024, Borderless initiated a major transformation, resulting in a new organizational chart with delegated authority and clear accountability. We created a leadership team comprising professional managers with experience in various areas, including marketing and engagement, fundraising and revenue, finance, human resources, and journalism.

This maturation put us on the path to

greater sustainability and allowed us to more than double our revenue in 2024. Building on this foundation, we established our first development team in 2025, bringing on a 20-year fundraising veteran.

As part of our continued maturation, Borderless will execute our comprehensive leadership succession plan and welcome a new, experienced, and visionary Executive Director in 2025. By bringing in fresh perspectives and innovative strategies, Borderless' next-gen leadership will continue to strengthen our organizational sustainability and fundraising growth.

As part of this transition, Borderless' Co-Founder, Nissa Rhee, will work closely with the board and staff to ensure the continuity and stability of our work.



OBJECTIVE	STRATEGY
<b>Build agile and flexible systems that help the organization manage risks and stay competitive in an ever-changing landscape</b>	Document and refine core processes and incorporate robust contingency planning throughout the business

Borderless has successfully navigated significant organizational risks over the last nine years, including the COVID-19 pandemic and challenges faced by nonprofit organizations and journalists. To ensure that our organization's assets are protected and we can continue our mission in the years to come, Borderless' board and staff will refine the organization's risk management efforts, standardize and document processes across the company, and implement additional controls.

The development of contingency plans – covering everything from potential funding gaps to the arrest of one of our journalists – will enable us to respond quickly when risks arise.

This work will be focused on finance (funding stability, financial audits, strong accounting controls); governance (clear board responsibilities and policies); compliance (IRS rules, state laws); reputation (strong stakeholder

engagement, clear and responsive communication plans); and programs (cybersecurity, physical security of staff and office, libel concerns, strong ethics code and practices).

**“By contingency planning, we can build resilience and keep serving our community no matter what comes our way.”**

*-Borderless Chief of Staff  
Mauricio Peña*



# Community Investment

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To meet our audience's needs during this crucial period, we need to **expand community investment in our mission** by:

- Growing our donor base and network of community advocates
- Diversifying funding to have a bigger pool of unrestricted funding, allowing for agile decision-making
- Build a nimble and efficient in-house revenue team

# Our Community

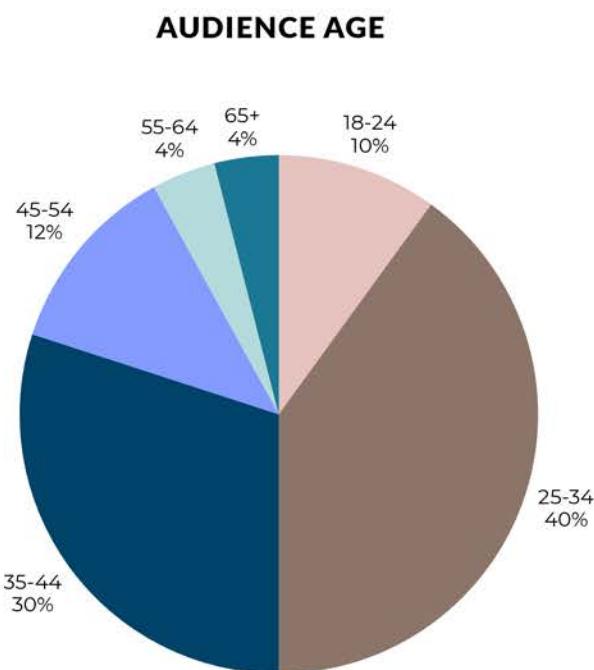
For people seeking authentic, deeply contextualized journalism about migration and justice, Borderless Magazine is the nonprofit, nonpartisan news organization that provides a **trusted, community-rooted platform for immigrant voices.**

**59%**

ARE IMMIGRANTS  
OR FAMILY MEMBERS  
OF IMMIGRANTS\*

**40%**

SPEAK SPANISH\*

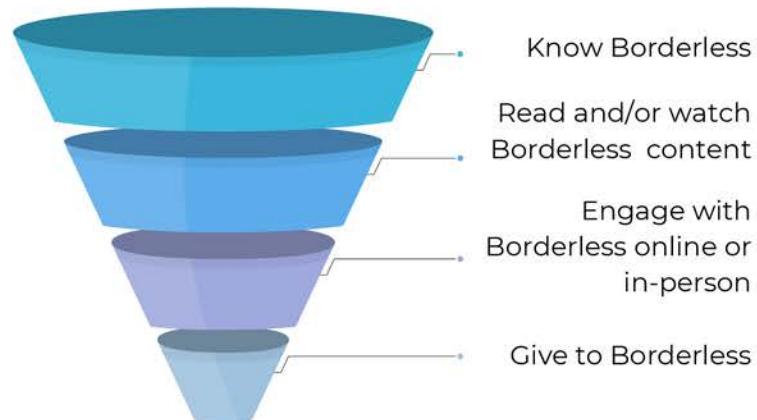


\*Based on 2025 Audience Survey

## Target Market

- *Core Demographic:* Aged 18 to 44, immigrants, families of immigrants, work in the immigration field, multilingual
- *Geographic:* Primarily the Chicago region plus border states
- *Psychographic:* Politically active, care deeply about immigrants

## How Community Members Engage with Borderless



# Growing Our Donor Base and Network

Borderless has built something rare: the trust of immigrant communities who see themselves in our journalism. That trust is our greatest asset — and it's the foundation for growing a donor base that matches our ambitions.

Today, individual donors account for only 2% of our revenue. That's not unusual for a young nonprofit, but it limits our ability to pursue every story our community needs. Individual donors offer something foundations cannot: flexibility, unrestricted dollars, and a signal that this work matters beyond institutional philanthropy.

Our goal is to reach 60% of revenue from individual donors within five years. We will primarily achieve this through major gifts — contributions of \$1,000 or more from individuals who deeply believe in our mission.

The pathway already exists within our community. Our readers, newsletter subscribers, event attendees, and the neighbors our canvassing team meets in the field — these aren't just engaged audience members. They're potential investors in our work. Our job is to invite them to join us in growing and sustaining our journalism.

**“Right now, we face impossible choices about which stories to pursue.**

**Increased community investment will help us meet community needs.”**

*- Borderless Chief Development Officer  
CJ Ortúñoz*

# Diversifying Funding

Foundation support built Borderless. Grants from partners who believed in immigrant-centered journalism before we had a track record allowed us to hire reporters, launch programs and develop the infrastructure we have today.

Revenue diversification honors that investment by building an organization resilient enough to sustain the work.

In the next three years, we will greatly expand our major gifts and events revenue

streams, while growing newsletter sponsorships.

We'll deepen relationships with existing foundation partners while cultivating new funders aligned with immigration, journalism, and democracy.

This shift will be made possible by expanding our fundraising team on the board and staff, and taking full advantage of our new tech stack for tracking and cultivating donors.

# Building a Nimble Revenue Team

For most of our history, fundraising efforts were led by our founder, who built donor relationships while also overseeing editorial and organizational strategy. That approach carried us from an all-volunteer project to a million-dollar newsroom. But it has a ceiling and we need systems that don't depend on any single person.

We began building professional development capacity in 2025 by hiring a Chief Development Officer and a Development Associate. The next phase requires expanding capabilities. Major gifts

programs demand dedicated prospect research, disciplined cultivation, and consistent stewardship. Grants require timely applications, rigorous reporting, and active relationship management. Events and campaigns need coordination and follow-through. We'll also bring on campaign counsel to design and execute our major donor program — external expertise that accelerates learning and builds sustainable practices. This isn't about creating a large department. It's about building the right capabilities to support ambitious goals while preserving the agility that defines us.

# Meet the Leadership



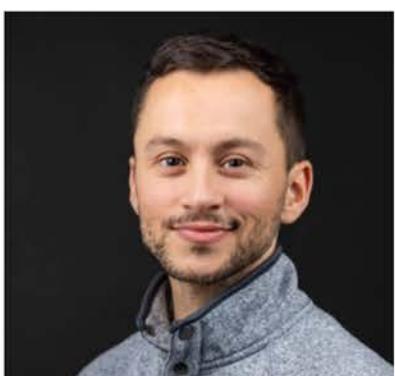
## **MATY ORTEGA-CRUZ, BOARD CHAIR**

Maty Ortega Cruz is a senior engagement professional with hands-on experience in community-centered initiatives. The Latino Policy Forum honored Maty as part of their 2025 Multicultural Leadership Academy cohort. As a first-generation college graduate, they earned an MA in Public Policy and Administration from Northwestern University.



## **NISSA RHEE, COFOUNDER & EXEC. DIRECTOR**

Nissa Rhee cofounded Borderless Magazine's predecessor in February 2017 to combat misinformation about immigration and immigrants and to serve multiracial families like her own. She has 20 years of experience working in journalism in both the U.S. and Asia. The Field Foundation and MacArthur Foundation named Nissa a 2025 Leader for a New Chicago.



## **MAURICIO PEÑA, CHIEF OF STAFF**

Mauricio Peña is an award-winning reporter with deep experience at growing nonprofit news outlets. He was a founding member and Southwest Side reporter for Block Club Chicago, an investigative reporter with a USA Today affiliate, and an education reporter at Chalkbeat. He joined Borderless in 2023 as its inaugural editorial director.



## **“CJ” ORTUÑO, CHIEF OF DEVELOPMENT**

A 20-year nonprofit leader, CJ brings deep expertise in philanthropy, development operations and systems-building. Prior to Borderless, he served as Vice President of Philanthropy at Civic News Company — the parent company of Chalkbeat. He previously worked as a Vice President at Teach For America, where he designed and scaled a program for more than 200 fundraisers.



# Join Us

The narrative of America as a nation of immigrants is under attack.

When we allow that story to be rewritten by those who would close our borders and our hearts, we betray not just today's immigrants but our own history.

Your support for Borderless Magazine is an act of resistance against this erasure. It's a declaration that the American story — with all its complexity, struggle, and hope — must continue to be told truthfully.



You can donate right now using the QR code or at [borderlessmag.org/donate](https://borderlessmag.org/donate)

Or reach out to Chief Development Officer CJ  
Ortuño at [development@borderlessmag.org](mailto:development@borderlessmag.org) for  
more ways to give. Thank you!