



## CAIR-MN Strategic Plan for 2013-2017

The Council on American-Islamic Relations, Minnesota (CAIR-MN) completed a strategic planning process in the fall of 2012 and winter of 2013. More than 100 community members provided input through community meetings and written surveys to help shape this plan.



### WE ADVANCE OUR MISSION OF

Enhance the understanding of Islam, encourage dialogue, protect civil liberties, empower American Muslims, and build coalitions that promote justice and mutual understanding.

### ... AND SEEK THE FOLLOWING IMPACT/OUTCOMES

- Justice and mutual understanding
- Fair and accurate portrayal of Islam and Muslims in the media
- Reducing Islamophobia
- Muslims know their rights and their rights are respected
- More people in Minnesota have positive connotation about Islam
- Increased civic engagement and participation in the political process among the MN Muslim community
- Employers know and respect religious accommodation laws and Muslim customs
- Increased leadership capacity throughout the community to successfully advocate for and implement civil rights

#### BY SERVING (CUSTOMERS)

Primary: Muslims and other religious, ethnic and racial minorities  
Secondary: Employers and the general public



#### IN (GEOGRAPHIC AREA)

Minnesota, focused on the Twin Cities



#### THROUGH (PROGRAMS AND SERVICES)

Civil Rights, Media Relations, Civic Engagement, and Trainings



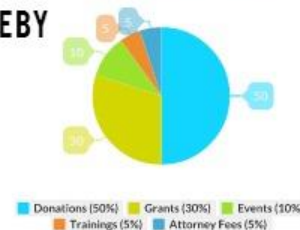
#### AND EMPHASIZING OUR COMPETITIVE ADVANTAGES OF

- Wide-spread recognition
- Community support
- Sole Muslim civil rights advocacy organization in the state
- A trusted legal resource



#### WE ARE SUSTAINABLE BY

Grants, donations, events, diversity training fees, attorney's fees



### GUIDING PRINCIPLES

- Supporting freedom of religion and freedom of expression
- Protecting the civil rights of all Minnesotans, regardless of faith
- Supporting domestic policies that promote civil rights, diversity and freedom of religion
- Opposing domestic policies that limit civil rights, permit racial, ethnic or religious profiling, infringe on due process, or that prevent Muslims and others from participating fully in Minnesota's civic life
- A natural ally of groups, religious or secular, that advocate social and racial justice and human rights in Minnesota
- Believes Islam strengthens the social and religious fabric of our nation
- Condemns all acts of violence against civilians by any individual, group or state
- Advocates dialogue between faith communities in Minnesota
- Supports equal and complementary rights and responsibilities for men and women
- Serves recent immigrants and all residents of Minnesota, ensuring their civil rights are protected





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**Thank You!**

For supporting CAIR-MN.

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### 2013 - 2017 CAIR-MN goals and strategies to accomplish those goals:

#### 1. Be the leading civil rights advocacy and legal services organization for Muslims in Minnesota, protecting against racial, ethnic, and religious discrimination and injustice.

- A. Increase human and technical capacity for effectively and efficiently pursuing civil rights cases.
- B. Expand legal services to accommodate current events and issues impacting the Muslim community.
- C. Expand legal services outreach across the Twin Cities Metro and Out State Minnesota.

#### 2. Ensure fair, balanced, and accurate portrayal of Islam and Muslims in the Minnesota media.

- A. Proactively build relationships with members of the media to promote fair and balanced coverage.
- B. Develop a network of community members who develop content for the media, increasing positive portrayals of Islam and Muslims.
- C. Counter and prevent bias and Islamophobia in the media.

#### 3. Be the primary, trusted resource for education on diversity issues concerning Muslims.

- A. Expand the audiences for trainings beyond workplaces to include many sectors and types of organizations.
- B. Develop an ongoing training evaluation and innovation process, to remain at the leading edge of diversity education in Minnesota.

#### 4. Mobilize communities and leaders to create systems change.

- A. Organize community members to engage with institutions and individuals to drive awareness and change for issues facing the Muslim community.
- B. Partner with community members to make changes within institutions, ensuring religious accommodations are honored.
- C. Strengthen youth leadership to drive change.
- D. Empower more community members to know and advocate for civil rights.

#### 5. Build the organizational infrastructure and human capital to sustain our mission and growth.

- A. Diversify the funding portfolio to include new and sustainable sources of revenue.
- B. Create a high performance team, recruiting and retaining the best talent.
- C. Strengthen organizational partnerships and build coalitions.
- D. Increase CAIR-MN's visibility and brand recognition, redefining the impact story of CAIR-MN.