

Strategic Planning & Reorganization Process

Interfaith Immigration Coalition

January 2023

The Interfaith Immigration Coalition (IIC), founded in 2006, comprises nearly [60 national faith-based organizations](#) brought together across many theological traditions with a common call to seek just policies that lift up the divinely-given dignity of all refugees and migrants.

For over fifteen years, the IIC has created advocacy opportunities and resources for people of faith to advance just policies alongside immigrants, refugees, and asylum seekers. We've equipped faith communities nationwide with the necessary tools to demonstrate our collective call to welcome immigrants among us. Additionally, the IIC has developed and maintained a media strategy that centers directly-impacted people and amplifies the prophetic voices of faith leaders, bringing a unique moral lens to the public narrative on U.S. immigration and forced migration worldwide.

As the IIC starts the new year, makes transitions in coalition leadership, continues to grow its membership, and faces changes in Congress, we have identified the need to walk together through a strategic planning and reorganization process. The IIC, like the immigrant rights movement itself, is living in a moment where the landscape for our mission is changing, and we recognize that it is imperative to our future effectiveness that we pause, reflect, prioritize, and plan.

Our planning process will include an “inventory and aspirations” survey, one-to-one listening sessions, outreach and recruitment, a strategic planning and reorganization retreat, and work plan creation and implementation. It is our expectation that this process will result in a set of shared goals and priorities to guide the coalition over the next five years, and will give us a powerful tool with which to grow our membership, determine staffing and resource needs, and create a sustainable leadership structure and development plan for this year and beyond.

Phase 1

Inventory and Aspirations Survey

As part of Phase 1 of the IIC's 2023 strategic planning process, the masterlist of current member organizations and contact information will be updated, and a new list of prospective member organizations and contact information will be drafted. This will be used to disseminate a survey that will be created to capture each organization's priorities related to immigrant justice advocacy and mobilizing, what each organization strives for individually with their constituency, and what they want to pursue collectively as part of the coalition. The survey will also be used to learn how each organization would like the IIC to support their work, and in turn, how they would like to support the IIC.

After an open time period for all organizations to take the survey, the responses will be analyzed and summarized into key findings. The findings will be compiled into both a written report and a slides presentation for use in the strategic planning retreat.

One-to-One Listening Sessions

Collective power is best formed through building trusting relationships and creating a shared sense of ownership within a coalition. As survey responses are collected, an additional component of Phase 1 will be one-to-one listening sessions. IIC member organizations and the coalition organizer will use these sessions to strengthen relationships with current member organizations and identify talent, leadership, and coalition direction. The organizer will get a sense from each organization what value the IIC has brought to them and their work, what they'd like to see from the coalition, and how they think that vision can be realized.

The organizer will also conduct separate focus groups for potential, interested member organizations to receive input on what they find compelling about the coalition and what they might view as barriers to participation. These sessions will be used to invite potential members to join the IIC and to inform the coalition's strategy for growing in equity and diversity.

Along with the survey analysis, a summary of the listening sessions and focus groups will be compiled into both a written report and a slides presentation for use in the strategic planning retreat.

Phase 2

Strategic Planning Retreat

A two-day strategic planning and coalition reorganization retreat with current (active) and lapsed (inactive) member organizations will be where collective decisions will be made about who the IIC will be, how it will run, what will be its primary work and agenda, and who will fill what roles.

During the retreat, the coalition organizer, in collaboration with organization leaders from the coalition, will facilitate conversations to answer the following questions on:

Strategic Planning and Vision Setting:

- Who has the IIC been? What have we been doing? When have we experienced the most success, and what factors contributed to that positive outcome?
- Who are our member organizations? What are the immigration-related goals of each of our organizations? Do we have any conflicting goals or self-interests that we should be aware of? Which of these goals can we unify around? Who are we missing and/or what perspectives are we missing?
- What goals and priorities do we want to pursue as a coalition to sustain shared action? What policy goals do we want to see realized? What goals for our constituencies do we want to see realized?
- What do we need to stop doing, keep doing, and start doing to meet these new goals and when? Who will do them?

Develop a draft work plan to clarify what tasks will be worked on, and by whom and when (goals, priorities, tasks, targets, plans, working groups, point people, timelines).

Reorganization and Coalition Operations:

- We'd like all IIC member orgs to be engaged and invested partners. What will our criteria for participation be? What will be the expectations of member orgs?
- We'd like to continue to grow our membership. Who else do we want around the table, which organizations? How will we do that, who will do it, and by when?
- We'd like to have the financial resources to realize our goals. What will our budget be, our fundraising goals, and fundraising plan?
- We'd like to have consistent leadership. Do we want to have chairs or a board? How will we fill these roles and who will they be? What will their responsibilities be? How will we make serving in leadership sustainable?
- We'd like to have clear and consistent decision-making procedures. What have they been, and what will they be?
- We'd like to have purposeful meetings. What would we like them to be used for? How often?

Phase 3

Work Plan Creation and Implementation

The coalition organizer will summarize all plans and decisions made at the retreat into a written report and work plan, which will then be disseminated to each working group and the coalition at large. Each working group will hold regular meetings, corresponding with work plan action items and timeframes, and to address timely developments in Congress and/or the priorities and concerns of member organizations and their constituencies. The organizer will regularly check in with the working groups on their progress to determine what training, connections, or resources might be needed for successful achievement of coalition goals. Through one-to-one listening sessions and participating in working group meetings, the organizer will collect feedback and input to determine any needs that may arise for work implementation. After six months, the coalition will convene virtually for a mini-retreat to assess work plan progress and effectiveness of coalition operations and procedures.