

2017-  
2021

# Community Strategic Plan



Atlanta Masjid of Al-Islam

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## MAJLIS ASH-SHURA INTRODUCTION

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*"To each (people) is a goal to which Allah turns them, so strive together towards all that is good. Wheresoever you are, Allah will bring you together, for Allah has power over all things." (Qur'an 2:148)*

Every people are called to pursue their collective goals that Allah (SWT) has made available to them. Al-Islam uniquely addresses the group and community life as the primary focus. Certainly, the Glorious Qur'an and Prophet Muhammed (PBUH) also offer invaluable guidance and insight for the best of individual life, but the greater emphasis is always on the Ummat. The Prophet (PBUH) often proclaimed that "Allah's Hand is on the group", and our Imam regularly reminded us that "Al-Islam is not a plan for individual life directly, but a plan for community life and it is within community life that you find the best of individual life".

With these perspectives in mind, thirty (30) active individuals of our Atlanta Masjid of Al-Islam community convened over a period of four months to reflect, discuss, envision, project, and take consensus about the state of our community, where we need be in 2021, and the path to take to get there. These individuals were a diverse cross-section of our Masjid and School communities, of various ages, genders, experiences, and expertise. Each understood that they represented more than themselves, while openly exchanging ideas, histories, visions, hopes, hurts, disappointments, and strategically forging all of that, and more, into Islamic community goals, aspirations, and methodologies.

This Strategic Plan that we are presenting is our second effort to map out our community direction and engagement for five future years. It re-visits and evaluates our 2010-2015 plan, and then offers congruent yet fresh perspectives of our goals and methods to reach them. The essence of any strategic plan is the goals, and I believe we have captured our community goals and aspirations in language that is specific, measurable, acceptable to stakeholders, realistic, time-conscious, engaging, and rewarding. Imam W. Deen Mohammed said "although spiritual life is our true form and life, building community life is to be our occupation. Revelation is revealed to be lived in community and social life". We want your feedback, your ideas, and then your commitment to do all

that we can towards fulfilling these goals. Allah (SWT)says "Never will I suffer to be lost the work of any of you, be you male or female"(Q 3:195).

Remember, the Prophet (PBUH) said "nothing is wiser than reflection, nothing is more pious than caution and restraint, and nothing more prestigious than good conduct".

We pray:

*"Our Lord! Let not our hearts deviate now that You have guided us, but grant us Mercy from your Presence, for You are the Grantor of bounties without measure."*

Amin

Imam Plemon El-Amin  
Convener, Majlis-Ash-Shura  
Atlanta Masjid of Al-Islam

## ABOUT THIS DOCUMENT

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This document is the culmination of the efforts of community volunteers who examined the issues facing the Atlanta Masjid community. An assessment of the Atlanta Masjid community was conducted during a quarterly community meeting to secure input on what was working, how community was conceptualized by community members, desired outcomes of a new strategic plan, and priorities to guide the planning process. Community volunteers were solicited to develop the strategic plan. This Strategic Planning Committee reviewed community survey responses, reviewed achievements of the previous plan and over four sessions developed the plan presented in this document. The process included identification of challenges and threats to the development of Islamic community life; and strengths and opportunities that may serve to help us achieve our vision of Islamic community life. The committee reviewed the Atlanta Masjid mission and vision statement, making revisions as needed and re-visited the guiding principles that reflect our beliefs and values. Goals and objectives were developed reflecting the prioritized issues. The assessment and pre-meeting information was used to develop strategies. An action plan was developed describing the actions necessary to achieve the developed goals and objectives.

The defined issues clustered in three prioritized categories: 1) Economic Empowerment; 2) Community Engagement; and 3) School Improvement. Throughout the document, the summary discussion of our current situation; the issues and strategies; and the goals, objectives, and action steps reflect the priority order. This document is organized in four major sections: 1) Executive Summary; 2) Current Situation and Future Directions; 3) Strategic Plan; and 4) Appendices. The Executive Summary and Current Situation and Future Directions provide information on the history of the Atlanta Masjid; the mission, vision, and principles of the Atlanta Masjid community; and a description of the organizational structure and components of the Atlanta Masjid.

The Strategic Plan section begins with a discussion of the current situation of the Atlanta Masjid community including the internal challenges and external threats facing the community as well as the strengths and opportunities that will allow us to address those challenges. Critical issues and developed strategies are described. The issues and strategies are followed by a description of the program and management goals and objectives. The action plan includes the steps necessary to achieve the goals and objectives as well as identifies areas of responsibility, resources needed, and how we will determine if the action has been completed. The timeline provides a snapshot of the action steps in chronological order.

The appendices include a glossary, the assessment and analysis used to generate strategies, and a list of Strategic Planning Committee members.

## EXECUTIVE SUMMARY

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The information in the Executive summary is qualified in its entirety by the more detailed information appearing elsewhere in this Strategic Plan. The document is confidential and can be substantiated by the ongoing work, research, and experience of the Atlanta Masjid of Al-Islam Strategic Planning Development Committee.

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## BRIEF ORGANIZATION DESCRIPTION AND HISTORY

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The Atlanta Masjid of Al-Islam (Atlanta Masjid) is registered with the United States Internal Revenue Service and the Georgia Department of Revenue as a 501(c) (3) non-profit, not a foundation organization and is a registered non-profit organization with the State of Georgia.

Located in the historic East Atlanta/East Lake Community, the Atlanta Masjid is the largest and oldest Islamic community in Metropolitan Atlanta. We are a community of believers adhering to the Qur'an and the life traditions of Prophet Muhammad (Peace and Blessing Be Upon Him). We are in association with the leadership and vision of Imam W. Deen Mohammed (1933 – 2008, may Allah be pleased with him).

The Atlanta Masjid is blessed to be supported by four generations of Muslims who are fully engaged residents of Georgia and the United States of America. Our community life is expressed through member activities in areas such as education, entrepreneurship, civic involvement, interfaith, and international relations.

## CURRENT SITUATION AND FUTURE DIRECTIONS

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### MISSION AND VISION AND VISION OF THE ATLANTA MASJID OF AL-ISLAM

#### **Mission**

The Atlanta Masjid of Al-Islam is committed to the Islamic way of life based on the Qur'an and life example of Prophet Muhammad. We serve as a center for religious development, social, educational, economic, and cultural enrichment. We believe in the Oneness of G'd and the oneness of humanity. We are committed to promoting excellence in family and community life and human dignity throughout our neighborhoods, city, country, and global community.

## **Vision**

We are a vibrant faith community that appreciates the inherent worth of every individual. Organized and fully supported by all stakeholders, we operate with the highest level of Shura (consultation). We envision a 21st century diverse Masjid of engaged members of all generations who can influence political and social issues including personal health; and financial literacy and commerce.

## **Principles**

We believe . . .

1. In the oneness of Allah
2. That Prophet Muhammad (PBUH) is the best example of human being
3. Taqwa – G'd consciousness
4. Oneness of creation and humanity
5. Revelation and guidance of Qur'an
6. In family life
7. In all of the prophets
8. In the legitimacy of Allah's books
9. In the guidance, leadership, and legacy of Imam Warith Deen Mohammed
10. In our role as Caliphas
11. In the good of this world and the hereafter
12. In destiny and decree
13. In fasting and Hajj and the five pillars
14. In the value of interfaith efforts
15. In the unseen spiritual power

## **ORGANIZATIONAL HISTORY AND PROFILE**

The focus of the Atlanta Masjid of Al-Islam is to establish and Islamic way of life through the service and preservation of the physical structures, programs, and services. Our religious obligations require coming together to promote good, provide an appropriate place for observance of daily prayers, and to restore human dignity. The Atlanta Masjid is a robust community of Muslims who identify with the more than 1.3 billion Muslims worldwide. We follow Qur'an, the sunnah (way) of Prophet Muhammad (PBUH) and the inspirational leadership of the late Imam W. Deen Mohammed.

Established in 1956, the Atlanta Masjid is the pioneer of Islamic life in Metropolitan Atlanta and in Georgia. Muslims of the Atlanta Masjid have a rich and diverse history, a history that spans more than 50 years. The community includes thousands of worshippers – mostly African Americans and some, who



have emigrated from other lands for Jumah prayer. Additionally, the community includes hundreds of families who gather regularly for daily salat, iftars, social gatherings, community celebrations, Eid, and national events. It is a community that began with less than a dozen in the mid 1950's.

The Atlanta Masjid began as Muhammad's Temple #15, the 15<sup>th</sup> city to establish a Muslim community under the Nation of Islam and the leadership of Elijah Muhammad, receiving its number in 1956. Muhammad's Temple #15 moved from the Odd Fellow Building on Auburn Avenue to a purchased church building 1225 Bankhead Highway that was converted to a temple in the mid 1960's. The community began to blossom in the late 1960s purchasing and operating businesses, including a restaurant, a bakery, and a farm in rural Georgia. In 1974, the community purchased a second church located at 735 Fayetteville Road and converted the multi-level facility into a Muslim place of worship.

Imam W.D. Mohammed assumed leadership of the national community in 1975 after the death of his father, Elijah Muhammad. Under his leadership, the Atlanta Masjid community aligned itself with Qur'anic principles, the way of life of Prophet Muhammad (PBUH), and Muslims worldwide. Imam Mohammed helped Muslims formerly affiliated with the Nation of Islam embrace the five daily prayers, fasting during the month of Ramadhan, pilgrimage to Mecca (Hajj), the full obligation of circulating wealth (zakat), and the clear acceptance and understanding of the oneness of G-d.

Under the leadership of Imam W. D. Mohammed, Muslim life began to expand as members of the Atlanta Masjid became business owners, became more involved in collaborating with community organizations and political leaders to build community life, and participated in programs to build interfaith and intra-faith relationships. Imam Ibrahim Pasha assumed leadership of the Atlanta Masjid in 1975, appointed by Imam W. D. Mohammed. After serving as an assistant Imam to Imam Pasha, Imam Plemon El-Amin served as the Resident Imam of the Atlanta Masjid from January 1985 to December 2009. Imam Mansoor Sabree, a graduate of the Mohammed Schools and student of Imam W. D. Mohammed and Shayke Ahmed Kufare was ratified as the Resident Imam in January 2010. Imam Suliaman Hameed, also a student of the Mohammed Schools, Imam W. D. Mohammed and Shayke Ahmed Kufare served as the assistant Imam from January 2010 to December 2014. He was ratified as the Resident Imam in January 2015.

The Atlanta Masjid is governed by an elected body, the Majlis Ash-Shura (Majlis) providing oversight to all components of the Atlanta Masjid and is headed by an Imam who serves as the convener. The Majlis was formed in 2001 during the reorganization of the Atlanta Masjid. The Majlis conducts the affairs of the community by mutual and informed consultation and is responsible to act as trustees of the membership of its donors and funding

supporters. Members of the Majlis Ash-Shura are nominated and elected by the community. Activities of the Majlis include:

- Define goals and objectives
- Establish policies, other general guidelines and limits for Masjid operations
- Assume legal responsibility for all aspects of Masjid operations
- Authorize programs/programming sponsored by the Masjid
- Evaluate the results of the Masjid operations

The Atlanta Masjid consists of three primary components, the Atlanta Masjid of Al-Islam, the Mohammed Schools, and properties. The Majlis identifies, appoints, and facilitates community ratification of the Resident Imam. The Majlis appoints members of the governing board of the Mohammed Schools (Consultative Board), and hires the property manager.

## **Masjid**

The Atlanta Masjid of Al-Islam is a community center for prayer and religious, human, and educational services. The Resident Imam serves as the religious and social leader of the Atlanta Masjid, responsible for leading congregational worship and prayers. The Resident Imam is a non-voting member of the Majlis Ash-Shura and provides fiscal and managerial oversight of Masjid activities and programs.

Masjid services and programs are managed and operated by committees and include:

- Health information and services
- Islamic services
  - Janaaza (funeral prayer service)
  - Nikaa (wedding ceremony)
  - Hospitality
- Islamic education and development programs
  - The Faith Institute
  - Dawah
  - Interfaith Activities
- Across the Ages
  - Youth
    - Boy Scouts
    - Flower Girls
    - Muslim Organization Representing Excellence (M.O.R.E) for Youth
  - Young Adults
    - Young Professionals

- Senior Adults
  - Matured Youth
- Social and Fundraising Activities
  - Birth months
  - Grant writing
- Muslim Holiday
  - Eid-ul- Fitra
  - Edi-ul-Adha

Committee activities are coordinated through the Ansari Committee consisting of representatives of each of the Masjid Committees. The Ansari provides coordination and oversight to the Atlanta Masjid Family Counseling Program that utilizes Muslim professionals who volunteer their services to provide counseling, education, and other services to strengthen and support families. In addition to serving as advisors and team leaders for the Masjid committees and areas of service, the Ansari Committee is responsible for providing the support for planning and implementation of the goals and directives of the Majlis Ash Shura and the Resident Imam. The Ansari Committee acts on behalf of the Atlanta Masjid Community. A portion of the Ansari Committee members are appointed by the Majlis Ash-Shura in collaboration with the Resident Imam.

## **Mohammed Schools of Atlanta**

The Mohammed Schools of Atlanta, Clara Muhammad School and W.D. Mohammed High School, is an educational institution focused on academic and religious instruction for Muslim children and adolescents. It is registered with the United States Internal Revenue Service and the State of Georgia as a 501(c)(3) non-profit institution. The Mohammed Schools is accredited by the Southern Association of Colleges and Schools Council on Accreditation and School Improvement (SACS CASI) as a K-12 school in pursuit of excellence. Our school also holds accreditation from the Georgia Accrediting Commission (GAC), the Commission on International and Trans-Regional Accreditation (CITA), and the Council on Islamic Schools in North America (CISNA).

The Mohammed Schools of Atlanta was initially established as an Islamic educational institution in 1965 as the University of Islam. The school was re-named by Imam W. D. Mohammed Clara Mohammed School with the charge of strengthening rigor in 1975. The school closed in 1977 and was re-established in 1980 as Clara Mohammed School. W.D. Mohammed High School has a post-secondary institution admission rate of 98%. Over 80% of alumnae return to the Atlanta Masjid community as community workers, leaders, and volunteers. The Mohammad Schools is governed by a Consultative Board that provides oversight in the areas of personnel, facilities, finances, curriculum development, community relations, and marketing. The Consultative Board

reviews and approves the school budget, recommends, and reviews the performance of the administrator.

## **Properties**

Properties are real estate holdings owned by the Atlanta Masjid Community and supervised by the Majlis Ash-Shura. The Atlanta Masjid Community owns 22,000 square feet of residential, retail, school, and Masjid real estate. Holdings include 12.5 acres of land and four residences in East Atlanta. Space is leased to 8 for-profit and 2 non-profit businesses. A part-time property manager is responsible for day-to-day oversight of properties and fiscal management. The property manager collaborates with a representative of the Majlis and the Resident Imam regarding maintenance, security, and beautification of the properties.

## **Affiliate Organizations**

Affiliate organizations are registered non-profit and for-profit organizations that service the Atlanta Masjid community. Affiliate organizations include:

- Atlanta Society of Muslim Men
- Enough Food to Share Pantry
- Hajj Murshiddun
- Hajj Pros
- Healthy Marriage Initiative
- International League of Muslim Women
- Islamic Business Association
- Muslim Neighbors
- Muslimah Consultation Group
- New Africa Young Marriage Initiative
- Risala Gardens
- Sisters United in Human Service
- Taqwa Productions

## STRATEGIC PLAN

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### CURRENT SITUATION

After over 30 years of insightful and visionary leadership, the Atlanta Masjid seamlessly transitioned to new leadership in 2010 with the support of the previous Imams. The new leadership represented a younger generation and served as a catalyst for the emergence of a fresh new environment conducive to energetic family life for children, adults, and seniors. The community experienced a sense of rejuvenation and a gradual increase in the involvement of young adults leading community projects and programs. The Atlanta Masjid community continues to benefit from the active involvement of the older generation in cross generational collaborations.

The Atlanta Masjid has an established organizational structure to facilitate transparency of Masjid operations and activities. Communications with the community have been enhanced through the use of advanced technology that includes a Website, electronic communications board, Facebook postings, and email communications. Jumah khutbahs and other events are streamed and accessed internationally in real time through web streaming and Spreaker.

Family life is encouraged with a focus on issues that affect the family unit and the development and implementation of programs and events that inspire community life. Family support initiatives have been operationalized to build and support the strong families needed to establish and sustain a viable Islamic community life. Initiatives that focus on Islamic knowledge and education have been institutionalized, such as the Faith Institute, to cultivate healthy Islamic community life by providing programs for the entire family and to make the Atlanta Masjid a center for community learning. The Faith Institute provides programs that offer high quality Islamic education based on our Islamic heritage and legacy and has served approximately 100 individually annually since 2010.

Programs that focus on practical issues have been developed and implemented, including but not limited to managing your wealth; will planning; business development and management; and maintaining good health. The Masjid has established the Hajj reunion as an annual event; hosted visitors from Ghana, Saudi Arabia, and Senegal; and initiated local Ramadhan sessions annually.

The Atlanta Masjid has a strong base of entrepreneurs; a core of skilled and talented community members; and strong political and business relationships. The community consists of a broad base of home owners and there is a conscious focus on debt reduction for the community. The community is connected to its legacy and is characterized by inter-generational collaboration.

Additionally, the Atlanta Masjid has a leading role in viable interfaith outreach programs that continue to build bridges of understanding and camaraderie

between faiths as well as promote a positive and more accurate image of Al-Islam.

The Mohammed Schools has been sustained as an institution of educational quality for 30 years providing a solid education and strong ethical foundation for children and adolescents. The Mohammed Schools is the oldest accredited Islamic K-12 institution in the country and continues to be accredited every five years as a school of quality. In 2015, the Mohammed Schools was also accredited by the Council on Islamic Schools in North American (CISNA).

Between 2010 and 2015, the Mohammed Schools of Atlanta graduated just under 80 students who received more than \$5 million in scholarships and awards to colleges and universities. Since graduation, ten have completed undergraduate school, one is currently in medical school, one has completed a Master's degree, and five are pursuing a Masters. During the same period, 12 alumni returned to the Mohammed Schools as teachers and to provide administrative assistance. Over a five year period, \$150,000 in tuition was awarded families in need through the Georgia Tax Credit Program.

In 2011, the Mohammed Schools implemented an administrative structure that included a director, principal, and lead instructional teacher. This structure allowed the school to enhance professional development and academic achievement; and to focus on improving the school climate and culture. Gender specific classes were initiated in middle school to support students during this critical developmental period.

Mohammed Schools leadership has formed new and solidified existing relationships with other Muslim schools in Metropolitan Atlanta. A partnership with New Medina School offers online classes for high school students affording them to take additional classes in science, math, and foreign language. In partnership with eight other Muslim Schools, the United Islamic Schools of Atlanta (UISA) was formed. The vision of the organization is *“collaborating to strengthen schools based on Islamic principles of Ahl us Sunnah wa'l Jama'a for the purpose of developing students into global leaders.”*

The Atlanta Masjid community has owned property in East Atlanta for 43 years. Since 2010, renovations of the Masjid physical plan and property have been completed:

- Renovated the building to create Pioneer Hall providing an extended dining space for community activities; an all-purpose community hall; and a history and memorial pioneer wall.
- Renovated and expanded the kitchen, restrooms, and mother's room.
- Established Community Life Park adjacent to the building including play equipment and a basketball hoop.

- Resurfaced the parking lot and installed plants and a gate to discourage through traffic.
- Installed new carpet in Musalla and new carpeting and tile in other areas of the building.
- Purchased new chairs.

With a focus on improvements that benefit the entire neighborhood, the Atlanta Masjid community continues to consider long range plans regarding property acquisitions and development.

In survey responses, community members indicate that Islamic leadership and education and Masjid are tangible community strengths instilling a sense of progress. Eid observances are well organized, khutbahs are of high quality, and there is confidence in the leadership. Community members report a sense of community that includes program and community life programs; affiliation with other Masajid; community services; and the visibility of affiliate organizations. Progression on property upgrades are appreciated and the organizational structure is effective.

The Atlanta Masjid is focused on building Islamic Community Life. Economic stability and sustainability, community improvement, strong healthy families, increases in the study and application of Islam, innovation in education, and a strengthened Islamic social identity are needed to achieve strong Islamic community life.

- We face economic challenges, though consistent with improvements in the general economy since the last recession, our cash flow is limited and we carry debt. Additionally, the majority of the spending of individual community members is outside of the Muslim community suggests both limited financial literacy and a lack of sufficient internal markets to meet community needs.
- We are not as effective as we can be in telling our story – too much of our history is still not documented and systematically maintained. This limits our presence and creates an atmosphere of being reactive public communication. Additional work is needed in becoming more politically savvy and in managing Islamic practice in the workplace and greater society. Though the community is comprised of individuals with varying expertise, there is not an effective mechanism to effectively capitalize on the skills and talents represented.
- There is a need to improve both school operations and security. Low enrollment compromises the school's ability to engage in sound financial management, including enhancing professional development for staff and attracting and retaining highly trained teachers.
- Though the community has significant property holdings, the properties are deteriorating and incurring increasing ongoing maintenance cost. Properties are not utilized effectively.

- Lastly, we must maintain ongoing efforts to build a sense of unity, understanding, trust, and a sense of connectedness.

In addition to the challenges discussed above, additional external threats create additional obstacles. The uptake in the international and domestic activities of “Islamic terrorists” fuels the ongoing public misperceptions and misinformation about Islam and Muslims. Increasingly, the actions create dangerous and negative attitudes toward Muslims, including our institutions. Many societal norms and values are inconsistent with Islamic values threaten the stability of families and institutions that are critical for Islamic community life. As more Muslim schools and alternative schools are opened, the more competition created for the Mohammed Schools. The school is located in a neighborhood impacted by high levels of crime. Continued expectations from the community of deep discounts in tuition and competition from other schools negatively impact the school’s ability to generate sufficient income for operations and tax obligations. Internally, the unmosqued movement drains human resources.

The Atlanta Masjid has several opportunities and strengths on which to capitalize to realize its vision.

- The participation of the Atlanta Masjid in inter- and intra-faith activities afford opportunities to strengthen existing relationship and align ourselves with like-minded people.
- The emergence of Muslim political organizations and increased political presence can serve to support a political agenda that supports healthy families and community life.
- As the economy improves, owned property appreciates and new non-profit funding and philanthropic opportunities are manifest.
- New policies regarding education choice and religious school release can be advantageous for our school.
- The Atlanta Masjid’s population of believers is action oriented, has faith in G-d, a strong sense of community purpose, solid work ethic, commitment to continuous improvement, and integrity. These qualities provide a clear focus and the perseverance to continue toward achieving our vision.



## CRITICAL ISSUES AND STRATEGIES

### ISSUE 1

The majority of community spending is outside of the Muslim community further exacerbating the problem of limited cash flow and minimizing the availability of funding for capital improvements and support of the Mohammed Schools. Our debt ratio and deficit thinking are both high and our financial literacy is low. There is a need to utilize our properties more effectively and to make more efficient use of talents and skills in the community. Our systems are not currently capturing the monetary value of the tremendous in-kind services provided by community members. As our properties age, they begin to deteriorate and the cost of maintenance increases. We face competition from other schools decreasing enrollment and impacting cash flow. We also face an increase in neighborhood crime.

### STRATEGY

Expand and support Muslim businesses by assisting entrepreneurs to take advantage of improvements in the economy and establishing a base of entrepreneurial donors and a culture of philanthropy. Establish a base of corporate, foundation, and government funding. Reduce Masjid debt and eliminate school tax liability. Increase Muslim home ownership in the vicinity of the Masjid by providing assistance to families to take advantage of the housing market in East Atlanta. Sell non-core properties to free up cash for more strategic uses. Strengthen inter and intra-faith opportunities through our functioning worship institution and school.

### ISSUE 2

International and domestic Islamic extremist heighten misconceptions about Al-Islam and fuels pre-existing Islamophobia. The unmosqued movement drains the Masjid of valuable human resources and competition from other Muslim schools' impact Mohammed Schools enrollment and cash flow. There is a need to strengthen religious literacy within the Atlanta Masjid community and to improve our understanding of how to utilize power, organization, and decision making to achieve our objectives. The Atlanta Masjid community does not have a system or strategy to influence decisions within local and national political systems and institutions.

### STRATEGY

Take advantage of inter/intra-faith relationships and use dawah to correct information regarding Al-Islam and Muslims. Leverage and increase intergenerational collaboration to strengthen the school's ability to be competitive. Revise and improve processes to identify and manage talents and skills of community

members and expand opportunities for community members to effectively use their skills and talents. Advocate or laws, policy, and public discourse that reflects Muslim interests. Strengthen our knowledge of Al-Islam and our skills to use power, organization, and decision making to enhance political advocacy and inter/intra-faith relations.

### ISSUE 3

The Mohammed Schools of Atlanta is facing declining enrollment thus restricting cash flow, negatively impacting school operations. Additionally, the school faces competition from other Muslim schools, has no endowment, and a tax liability. The school is located in an area experiences an increase in neighborhood crime. A large proportion of children qualify for free or reduced lunch suggesting financial challenges faced by parents and the expectation of deep discounts to all their children to attend a Muslim school. There is a need to improve the knowledge base of teachers in Qur'an and Arabic and enhance Islamic practice among staff and students.

### STRATEGY

Use existing school and legacy to leverage intra-faith relationships to increase enrollment and to increase volunteer base and donor pool. Take advantage of school choice policies to increase enrollment. Identify knowledgeable community members to both provide professional development for teachers and enhance the quality of Arabic and Islamic instruction for students. Continue development of curriculum to increase rigor and relevance in curriculum and instruction. Prioritize school security in the school budget. Capitalize on the organizational structure to obtain additional funding and define specific philanthropic opportunities for donors and businesses.

## PROGRAM AND MANAGEMENT GOALS AND OBJECTIVES

**Economic Empowerment Goal 1:** Make the Mohammed Schools of Atlanta, the Atlanta Masjid of Al-Islam, and community owned properties financially solvent.

1. Begin fiscal year with a balanced budget and maintain it throughout the year beginning July 1, 2017 for school and January 1, 2017 for Masjid.
2. Eliminate Masjid property debt, school debt, and delinquent tax liabilities by December 31, 2020.
3. Establish a reserve of funds for the Mohammed Schools beginning April 30, 2017.

4. Expand, support, and engage individuals, families, and Muslim businesses to increase their financial literacy, support, and investment in the community beginning July 31, 2017.
5. Increase the number of community members, businesses, and institutions owning property to populate our geographical area and improve property: school, Masjid, and rental property by December 31, 2020.

**Community Engagement Goal 1:** Leverage our legacy of engagement in society to increase the donor base by 10%

1. Creating a database of community engagement activities that we lead and participate in by December 2017.
2. Implement an annual development plan targeting strategic donors beginning March 2018.

**Community Engagement Goal 2:** Develop and implement a strategy to advocate for laws, policy, public discourse that reflect Muslim interests

1. Build mutually beneficial relationships with law enforcement, public and private schools, and government officials beginning March 2017.
2. Develop a public affairs plan to address key issues and messaging no later than March 31, 2018.

**Community Engagement Goal 3:** Increase intergenerational collaboration and Masjid programs and initiatives.

1. Collaborate with current organizations and groups to develop diversity goals that will integrate multiple generations and diversity within groups by January 2018.

**Community Engagement Goal 4:** Use dawah to correct information regarding Islam and Muslims

1. Establish a robust dawah program beginning June 2017 and ongoing.

**School Improvement Goal 1:** Implement a sequential, rigorous, and organized curriculum rooted in Islamic principles with instructional objectives and strategies identified

1. Create a process for curriculum development by July 31, 2016.
2. Develop a rigorous curriculum that incorporates the use of technology by May 31, 2017.
3. Design a professional development plan to build capacity in all staff to include using data for continuous improvement; using technology that is student driven; increasing rigor and Islamic pedagogy starting June 2017.
4. Develop the technology infrastructure that systematically and effectively supports all stakeholders at the institution beginning June 2016.
5. Develop student grading policies and procedures with consistent and clear expectations based on criteria that represent each student's attainment of content knowledge and skills by the start of the 2017 academic year.

**School Improvement Goal 2:** Create and sustain a school climate that is a safe, orderly, and productive learning environment.

1. Establish a strong alumni association by January 2018.
2. Establish a comprehensive mechanism to assess stakeholder experience by June 2016.
3. Establish positive customer service and stakeholder experience beginning May 2016 and ongoing.

## ACTION PLANS

### Economic Empowerment

Action Steps Timeline	Evaluation	Responsibility	Resources Needed
<b>GOAL 1: Make the Mohammed Schools of Atlanta, the Atlanta Masjid of Al-Islam, and community owned property financially solvent.</b>			
<b>Objective 1.1:</b> <i>Begin fiscal year with a balanced budget and maintain it throughout the year beginning July 1, 2016 for school and January 1, 2017 for Masjid and property.</i>			
<ol style="list-style-type: none"> <li>Establish additional strategies and sources of revenue to cover school operating expenses by April 2016               <ol style="list-style-type: none"> <li>school tax</li> <li>Alumni Association</li> <li>etc.</li> </ol> </li> <li>Create school budget by April 30th of each academic year. Update yearly forecast on a monthly basis to consultative and Majlis boards</li> <li>Review of school budget by end of first month of the academic year and adjust as needed.</li> </ol>	<ul style="list-style-type: none"> <li>Budget approved by Consultative and Majlis Boards</li> <li>Monthly budget vs actuals variance report</li> <li>Aging report of receivables and payables</li> </ul>	<ul style="list-style-type: none"> <li>Director</li> <li>Principal</li> <li>Accountant</li> <li>Consultative Board</li> <li>Fundraising Team</li> <li>Alumni Group</li> </ul>	<ul style="list-style-type: none"> <li>Financial statement for previous and current school years</li> <li>List of budget cycles and factors to consider during each of those cycles (October, January, April, June and August)</li> <li>Accurate facts and figures on returning enrollment, income, and expenses for current and previous years</li> <li>Modest projection of prospective new students.</li> <li>Alumni Association</li> </ul>
<ol style="list-style-type: none"> <li>Establish and maintain a balanced budget to be in place by the beginning of fourth quarter of each year and maintained throughout the year (For Masjid and property).</li> </ol>	<ul style="list-style-type: none"> <li>Budget approved by Majlis Boards</li> <li>Monthly budget vs actuals variance report</li> <li>Aging report of receivables and payables</li> </ul>	<ul style="list-style-type: none"> <li>Treasurer</li> <li>Resident Imam</li> <li>Majlis</li> </ul>	<ul style="list-style-type: none"> <li>Financial report</li> <li>Budget for Masjid and property</li> <li>Profit and loss statement</li> </ul>
<ol style="list-style-type: none"> <li>Reduce rental payments delinquency rates</li> </ol>	<ul style="list-style-type: none"> <li>Current property</li> </ul>	<ul style="list-style-type: none"> <li>Property manager</li> </ul>	<ul style="list-style-type: none"> <li>Financial Report for current and</li> </ul>

Action Steps Timeline	Evaluation	Responsibility	Resources Needed
<b>GOAL 1: Make the Mohammed Schools of Atlanta, the Atlanta Masjid of Al-Islam, and community owned property financially solvent.</b>			
<ul style="list-style-type: none"> <li>on all property to 5% by 12/31/16.</li> <li>2. Continue efforts to collect \$200 contributions from community members for community owned property tax payments throughout 2016 and 2017. Re-evaluate need 12/16.</li> </ul>	<ul style="list-style-type: none"> <li>financial report</li> <li>• Aging report of receivables and payables</li> <li>• Updated financial report</li> </ul>	<ul style="list-style-type: none"> <li>• Treasurer</li> <li>• Majlis</li> </ul>	<ul style="list-style-type: none"> <li>previous year</li> <li>• Property manager's report</li> <li>• Property assessment</li> <li>• Community member donations</li> </ul>
<ul style="list-style-type: none"> <li>3. Continue and improve upon the initiative to address payroll tax debt for school, started in 2015.</li> <li>4.</li> </ul>	<ul style="list-style-type: none"> <li>• Active and agreed upon plan enacted and presented to Consultative and Majlis boards</li> <li>• Current financial statement and aging report</li> <li>• Negotiated repayment plan</li> <li>• Notification of release from IRS</li> </ul>	<ul style="list-style-type: none"> <li>• Director</li> <li>• Principal</li> <li>• School financial director</li> <li>• Tax Attorney</li> <li>• Consultative Board</li> <li>• Majlis Board</li> </ul>	<ul style="list-style-type: none"> <li>• Masjid and school community members</li> <li>• other school supports</li> <li>• IRS</li> <li>• Masjid business community</li> </ul>
<b>Objective 1.2: Eliminate Masjid-property debt, school debt, and delinquent tax liabilities by December 31, 2020.</b>			
<ul style="list-style-type: none"> <li>1. Identify all debt</li> <li>2. Contact vendors</li> <li>3. Create a payment plan</li> <li>4. Identify resources to pay debt</li> </ul>	<ul style="list-style-type: none"> <li>• List of statements</li> <li>• Payment plans</li> <li>• Receipts for payments</li> <li>• Income from resources</li> </ul>	<ul style="list-style-type: none"> <li>• Majlis</li> <li>• Masjid Treasurer</li> <li>• School Finance Director</li> <li>• Consultative Board</li> <li>• Imam's office</li> <li>• School leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Funding</li> <li>• Financial experts and resources</li> </ul>

Action Steps Timeline	Evaluation	Responsibility	Resources Needed
<b>GOAL 1: Make the Mohammed Schools of Atlanta, the Atlanta Masjid of Al-Islam, and community owned property financially solvent.</b>			
<b>Objective 1.3: Establish a reserve of funds for the Mohammed Schools beginning April 20, 2016.</b>			
<ol style="list-style-type: none"> <li>1. Create a reserve of 10% of school total revenue, to be realized over a 5-year period at a rate of 2% per year.</li> <li>2. Develop a plan for how reserve funds will be used including reduction of school debt.</li> </ol>	<ul style="list-style-type: none"> <li>• Current financial report including balance sheet on a monthly basis</li> <li>• Monthly actuals vs budget report</li> <li>• Separate account to show reserved funds with detailing any funds spent from account</li> </ul>	<ul style="list-style-type: none"> <li>• Schools Accountant</li> <li>• Director</li> <li>• Consultative Board</li> <li>• Principal</li> </ul>	<ul style="list-style-type: none"> <li>• Separate account created for reserve savings</li> <li>• Financial analyst, and funding to support contract</li> </ul>
<ol style="list-style-type: none"> <li>1. Incorporate 5% yearly growth in revenue to create a reserve fund (For Masjid)</li> <li>2. For property - Implement sustainable budget with 12% yearly profit.</li> </ol>	<ul style="list-style-type: none"> <li>• Current financial report including balance sheet on a monthly basis</li> <li>• Monthly actuals vs budget report</li> <li>• Monthly property report</li> <li>• Property assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Resident Imam (1)</li> <li>• Ansari Committee (1)</li> <li>• Majlis Board (1,2)</li> <li>• Treasurer (1,2)</li> <li>• Property manager (2)</li> </ul>	<ul style="list-style-type: none"> <li>• Community participation</li> <li>• Business community</li> <li>• External resources: including government and community partners</li> <li>• Community market</li> <li>• Real estate professionals</li> </ul>
<b>Objective 1.4: Expand, support, and engage individuals, families, and Muslim businesses to increase their financial literacy, support, and investment in the community beginning July 31, 2016.</b>			
<ol style="list-style-type: none"> <li>1. Publish directory of established businesses to increase use of already established business organizations by beginning of first quarter of 2017.</li> </ol>	<ul style="list-style-type: none"> <li>• Published marketing in social and print media</li> </ul>	<ul style="list-style-type: none"> <li>• Muslim Business Association</li> <li>• Business owners</li> <li>• Imam's office</li> </ul>	<ul style="list-style-type: none"> <li>• Muslim Business associations and community members</li> <li>• Masjid</li> <li>• External business resources, and</li> </ul>

Action Steps Timeline	Evaluation	Responsibility	Resources Needed
<b>GOAL 1: Make the Mohammed Schools of Atlanta, the Atlanta Masjid of Al-Islam, and community owned property financially solvent.</b>			
2. Increase the level of financial literacy for community members by providing monthly classes and workshops sponsored by or through the Atlanta Masjid by third quarter of 2016. 3. Complete assessment of the number of community members, businesses, and institutions established within the community within a five-mile radius by the beginning of fourth quarter 2016. 4. Establish a mechanism to increase collaboration between school and masjid leadership	<ul style="list-style-type: none"> <li>Report of all community members living and doing business within five-mile radius</li> <li>Workshop agendas, attendance reports</li> </ul>	<ul style="list-style-type: none"> <li>Majlis</li> </ul>	funding to secure <ul style="list-style-type: none"> <li>Professional real estate and/or data collecting community members</li> </ul>
<b>Objective 1.5: Increase the number of community members, businesses, and institutions owning property to populate our geographical area and improve school, Masjid, and rental property by December 31, 2020.</b>			
1. Create a plan for community members and businesses to purchase and/or lease property within a five-mile radius around the Atlanta Masjid and School beginning October 2016. 2. Complete assessment of property availability within a five-mile radius around the school and Masjid by 10/16. 3. Begin offering home buyer and investment property seminars beginning 10/16. 4. Improve Masjid rental and commercial property value by renovating to be able to charge a rate closer to market value by. 5. Upgrade our school and Masjid property to focus more on conservation and adopt energy efficiency standards. (SACS)	<ul style="list-style-type: none"> <li>Detailed report showing community members and business owning and/or leasing property within a five-mile radius</li> <li>Detailed monthly property report with photos of improvements made on property and with details of energy upgrades</li> <li>Review of</li> </ul>	<ul style="list-style-type: none"> <li>Majlis</li> <li>Property manager</li> <li>Knowledgeable housing professionals and organizations</li> <li>Trade professionals</li> <li>School leadership</li> <li>Consultative Board</li> </ul>	<ul style="list-style-type: none"> <li>Muslim business associations</li> <li>Masjid</li> <li>Survey</li> <li>Real Estate professionals</li> <li>Utilize School and Masjid marketing to inform of availability of property for sale or lease.</li> <li>Funding</li> <li>Energy standards reports for churches, and k-12.</li> <li>Grant writer for energy funding</li> </ul>



Action Steps Timeline	Evaluation	Responsibility	Resources Needed
<b>GOAL 1: Make the Mohammed Schools of Atlanta, the Atlanta Masjid of Al-Islam, and community owned property financially solvent.</b>			
	property upgrades specifically related to energy efficiency upgrades (school) <ul style="list-style-type: none"> <li>● Purchasing plan created</li> </ul>		

## Community Engagement

Action Steps Timeline	Evaluation	Responsibility	Resources Needed
<b>GOAL 1: Leverage our legacy of engagement in society to increase the donor base by 10%</b>			
<b>Objective 1.1: Establish a resource development position by July 31, 2017</b>			
<ol style="list-style-type: none"> <li>1. Develop Resource Development job description by April 2017.</li> <li>2. Recruit and appoint a resource development specialist/team by June 2017</li> </ol>	<ul style="list-style-type: none"> <li>• Job description submitted and approved</li> <li>• Opportunity announced</li> <li>• Selection of qualified candidate made by Majlis</li> </ul>	<ul style="list-style-type: none"> <li>• Majlis</li> <li>• Majlis (Selection Committee)</li> </ul>	<ul style="list-style-type: none"> <li>• Market research \$</li> <li>• Office equipment/supplies \$</li> <li>• Grant writer \$</li> <li>• Marketing channels</li> <li>• Interview meeting space \$</li> <li>• Selection committee volunteers</li> </ul>
<b>Objective 1.2: Create a database of community engagement activities that we lead and participate in by December 2018.</b>			
<ol style="list-style-type: none"> <li>1. Develop data collection process by August 2016</li> <li>2. Gather information by group and individuals by November 2016</li> <li>3. Report survey findings by December 2016.</li> </ol>	<ul style="list-style-type: none"> <li>• The process will be presented to the Majlis by August 2016.</li> <li>• Monthly progress reports</li> <li>• Completed survey results</li> <li>• The survey will be presented to the Majlis</li> </ul>	<ul style="list-style-type: none"> <li>• Resource Development</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting space \$</li> <li>• Office supplies and equipment \$</li> <li>• Access to Masjid and school records.</li> <li>• Grant writer and grant research team \$</li> <li>• Community volunteers \$</li> <li>• Foundation team membership</li> <li>• Foundation center of \$ Atlanta membership</li> <li>• Budget \$</li> <li>• CRM software/program \$</li> </ul>
<b>Objective 1.3: Develop and implement an annual development plan targeting strategic donors beginning March 31, 2018</b>			
<ol style="list-style-type: none"> <li>1. Compile a targeted donor list to match our community engagement activities by July 2017.</li> <li>2. Implement approved annual development plan</li> <li>3. Monitor plan effectiveness</li> </ol>	<ul style="list-style-type: none"> <li>• The donor list will be presented to the Majlis</li> <li>• Plan presented and approved annually</li> <li>• Quarterly progress report</li> </ul>	<ul style="list-style-type: none"> <li>• Resource Development</li> <li>• PR Director</li> </ul>	<ul style="list-style-type: none"> <li>• Grant/research team</li> <li>• foundation</li> </ul>

Action Steps Timeline	Evaluation	Responsibility	Resources Needed
<b>Goal 2: Advocate for laws, policy, public discourse that reflects Muslim interests</b>			
<b>Objective 2.1: Develop a public affairs plan to address key issues and messaging no later than March 31, 2019</b>			
1. Within 1 year of plan approval of strategic plan, establish a public relations department	<ul style="list-style-type: none"> <li>• Department prospectus presented and approved</li> <li>• Funding allocated</li> <li>• Staffing decisions made</li> </ul>	<ul style="list-style-type: none"> <li>• Majlis (Selection Committee)</li> <li>• Consultative Board</li> </ul>	<ul style="list-style-type: none"> <li>• Market research \$</li> <li>• Office equipment/supplies \$</li> <li>• Selection committee volunteers</li> <li>• Grant writer \$</li> <li>• PR Team volunteers</li> </ul>
2. Develop and implement annual public affairs plan that addresses key issues and messaging/engagement strategy \$ <ul style="list-style-type: none"> <li>○ security</li> <li>○ misinformation</li> <li>○ civil rights and liberties</li> <li>○ Muslim students in other school settings</li> <li>○ etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Plan presented and approved annually</li> <li>• Quarterly progress report</li> </ul>	<ul style="list-style-type: none"> <li>• PR Director</li> </ul>	<ul style="list-style-type: none"> <li>• Media database/PR software \$</li> <li>• Budget \$</li> <li>• Meeting/office space</li> <li>• Virtual telecommunications</li> <li>• School leadership</li> <li>• Masjid Imam</li> <li>• Attorneys in the community</li> </ul>
<b>Objective 2.2: Build mutually beneficial relationships with law enforcement, public and private schools, and government officials beginning March 2017</b>			
1. Invite officials to targeted community engagement events.	<ul style="list-style-type: none"> <li>• List of targeted officials per issue</li> <li>• List of events</li> <li>• Letters of invitations</li> <li>• Attendance report</li> </ul>	<ul style="list-style-type: none"> <li>• PR Director</li> <li>• Ansari Committee</li> <li>• School Leadership</li> <li>• Imam's office</li> <li>• Other groups as applicable</li> </ul>	<ul style="list-style-type: none"> <li>• Public officials contact list</li> <li>• Liaisons / Events Coordinators</li> <li>• Budget for complimentary tickets / refreshments \$</li> </ul>
2. Partner with faith and advocacy groups around key issues	<ul style="list-style-type: none"> <li>• List of partner groups have been developed</li> <li>• Quarterly progress reports of agreements and / or activities</li> </ul>	<ul style="list-style-type: none"> <li>• PR Director</li> <li>• Ansari Committee</li> <li>• School Leadership</li> <li>• Imam's office</li> <li>• Other groups as applicable</li> </ul>	<ul style="list-style-type: none"> <li>• Liaisons / Events Coordinators</li> <li>• contact information for faith and advocacy groups</li> <li>• Ansari Committee</li> </ul>

Action Steps Timeline	Evaluation	Responsibility	Resources Needed
3. Provide ongoing training to our community members in public policy and government affairs	<ul style="list-style-type: none"> <li>• Training program developed</li> <li>• Identify training cohorts</li> <li>• Implement training</li> </ul>	<ul style="list-style-type: none"> <li>• PR Director</li> </ul>	<ul style="list-style-type: none"> <li>• Public Relations Department</li> <li>• Training space</li> <li>• Trainings</li> <li>• Office supplies and equipment \$</li> <li>• Budget \$</li> </ul>
4. School and masjid will engage in collective efforts to establish ongoing collaborative relationships and support	<ul style="list-style-type: none"> <li>• Joint planning calendars</li> <li>• Joint fundraisers</li> <li>• Announcements</li> <li>• Meeting minutes and agendas</li> <li>• Sign up lists that include both community members and school teachers and staff</li> </ul>	<ul style="list-style-type: none"> <li>• School leadership</li> <li>• Imam's office</li> <li>• Ansari</li> <li>• IPTSCA</li> </ul>	<ul style="list-style-type: none"> <li>• Calendar</li> <li>• Funds \$</li> <li>• Community members</li> <li>• Teachers</li> <li>• School staff</li> </ul>
<b>Goal 3: Increase intergenerational collaboration and Masjid programs and initiatives</b>			
<b>Objective 3.1:</b> <i>Collaborate with current organizations and groups in the Islamic community to integrate multiple generations and diversity within groups by January 2018</i>			
1. Survey the current Masjid groups and organizations to determine their demographics by September 2016. 2. Present results to affected groups by November 2016 3. Develop and implement diversity goals for each group based on findings by January 2017.	<ul style="list-style-type: none"> <li>• Survey results presented</li> <li>• Results presented</li> <li>• All groups engaged in survey review</li> <li>• Diversity plan submitted annually</li> <li>• Quarterly progress reports reviewed</li> </ul>	<ul style="list-style-type: none"> <li>• Ansari</li> <li>• School/ IPTSCA</li> </ul>	<ul style="list-style-type: none"> <li>• Access to community / school records</li> <li>• Members</li> <li>• Office supplies and equipment \$</li> <li>• Meeting facility</li> </ul>
1. Create an outreach initiative to contact and involve Muslim students not attending the Mohammed Schools by August	<ul style="list-style-type: none"> <li>• Outreach effort</li> <li>• Marketing</li> </ul>	<ul style="list-style-type: none"> <li>• Ansari</li> <li>• School Principal</li> <li>• IPTSCA</li> <li>• Imam's office</li> </ul>	<ul style="list-style-type: none"> <li>• Contact information</li> <li>• Event list</li> <li>• Faith Institute</li> <li>• School Secretary</li> <li>• Masjid Secretary</li> </ul>

Action Steps Timeline	Evaluation	Responsibility	Resources Needed
2016.			
<b>Goal 4: Use dawah to correct information regarding Islam and Muslims</b>			
<b>Objective 4.1: Establish a robust dawah program beginning June 2017 and ongoing</b>			
<ol style="list-style-type: none"> <li>1. Develop dawah program structure by August 1, 2017.</li> <li>2. Train a diverse core of daees in religion, dawah and public engagement.</li> <li>3. Engage daees in addressing key issues through mass media.</li> </ol>	<ul style="list-style-type: none"> <li>● Structure approved by Imam</li> <li>● Identify and train cohorts</li> <li>● Issues identified</li> <li>● PR opportunities identified and acted on</li> </ul>	<ul style="list-style-type: none"> <li>● Faith Institute</li> <li>● Ansari</li> <li>● PR</li> <li>● School (?)</li> </ul>	<ul style="list-style-type: none"> <li>● Brochures \$</li> <li>● Trainers \$</li> <li>● Office Supplies and equipment \$</li> <li>● Training Space</li> <li>● Media database/contacts \$</li> <li>● Travel budget \$</li> <li>● Virtual telecom</li> </ul>

School Improvement

Action Steps Timeline	Evaluation	Responsibility	Resources Needed
<b>Goal 1: Implement a sequential, rigorous, and organized curriculum rooted in Islamic principles with instructional objectives and strategies identified</b>			
<b>Objective 1.1: Create a process for curriculum development by July 2016</b>			
<ol style="list-style-type: none"> <li>1. Appoint curriculum chair and build a curriculum team by July 2016</li> <li>2. Recruit volunteers and staff resources</li> <li>3. Clarify roles &amp; responsibilities of school leadership in curriculum development</li> <li>4. Implement ongoing parent orientation sessions.</li> </ol>	<ul style="list-style-type: none"> <li>• List of team members</li> <li>• Consultative Board appoints the chair</li> <li>• Meeting agenda and minutes</li> <li>• identify 5-10 people from all stakeholders by September annually</li> <li>• Sign in attendance report</li> </ul>	<ul style="list-style-type: none"> <li>• School Leadership</li> <li>• Consultative Board</li> </ul>	<ul style="list-style-type: none"> <li>• Time, human resources \$</li> <li>• Cost to purchase an already published successful curriculum \$</li> <li>• Stipend and grants \$</li> <li>• Food and Refreshments \$</li> <li>• Materials needed for research and select curriculum \$</li> <li>• Parents</li> <li>• IPTSCA</li> </ul>
<b>Objective 1.2: Develop a rigorous curriculum that incorporates the use of technology by May 2017</b>			
<ol style="list-style-type: none"> <li>1. Identify curriculum framework</li> <li>2. Research existing curricula</li> <li>3. Establish a timeline</li> <li>4. Identify relevant technology sources</li> <li>5. Identify Islamic principles to be included</li> </ol>	<ul style="list-style-type: none"> <li>• Curriculum document</li> <li>• Islamic principles listed</li> <li>• Research reviewed and summarized</li> <li>• Inventory of technology installed</li> </ul>	<ul style="list-style-type: none"> <li>• Curriculum committee</li> <li>• School leadership</li> <li>• Consultative Board</li> <li>• teachers and staff</li> <li>• Director of Islamic Affairs</li> </ul>	<ul style="list-style-type: none"> <li>• Time, human resources \$</li> <li>• Cost to purchase an already published successful curriculum \$</li> <li>• Stipend and grants \$</li> <li>• Food and Refreshments \$</li> <li>• Materials needed for research and select curriculum \$</li> </ul>
<b>Objective 1.3: Design and implement a professional development plan to build capacity in all staff to include using data for continuous quality improvement; using technology that is student driven; increasing rigor and Islamic pedagogy starting June 2017</b>			
<ol style="list-style-type: none"> <li>1. Assess needs of teachers and staff</li> <li>2. Identify gaps in knowledge of the religion</li> <li>3. Develop a yearly plan of professional</li> </ol>	<ul style="list-style-type: none"> <li>• Needs assessment survey</li> <li>• Yearly plan</li> <li>• Inventory of technology</li> <li>• Report of funds available</li> </ul>	<ul style="list-style-type: none"> <li>• School leadership</li> <li>• Finance Director</li> <li>• Consultative Board</li> <li>• Curriculum</li> </ul>	<ul style="list-style-type: none"> <li>• Budget \$</li> <li>• Meeting space</li> <li>• Consultants for training \$</li> <li>• Grants \$</li> </ul>

Action Steps Timeline	Evaluation	Responsibility	Resources Needed
development based on the needs assessment 4. Develop technology infrastructure that supports all stakeholders.		committee	
1. Provide training on implementation of curriculum with monitoring tools / evaluation and observations 2. Align future hiring with curriculum implementation needs.	<ul style="list-style-type: none"> <li>Curriculum materials</li> <li>Actual tool and completed classroom observation forms</li> <li>Student summative and formative assessment results</li> <li>Recruitment plans</li> </ul>	<ul style="list-style-type: none"> <li>School Leadership</li> <li>Curriculum committee</li> </ul>	<ul style="list-style-type: none"> <li>Space, time,</li> <li>curriculum materials \$</li> <li>trainers \$</li> <li>curriculum coordinator \$</li> <li>funding \$</li> <li>teachers \$</li> </ul>
1. Require teachers to obtain more training, 2. Require teachers to apply learned skills in the classroom and state certification.	<ul style="list-style-type: none"> <li>State certification</li> <li>Professional development forms are signed for each teacher. Minimum of 10 hrs. a year.</li> <li>Quarterly review of teacher performance forms,</li> <li>personnel file</li> </ul>	<ul style="list-style-type: none"> <li>School Leadership</li> <li>Personnel adviser - Consultative Board</li> <li>Teachers</li> <li>Level Leaders</li> </ul>	<ul style="list-style-type: none"> <li>Certification authority \$</li> <li>professional development opportunities \$</li> <li>funding \$</li> </ul>
1. Provide professional development to teachers on the use of technology in the classroom and with instruction	<ul style="list-style-type: none"> <li>Agenda</li> <li>Sign in sheets</li> </ul>	<ul style="list-style-type: none"> <li>School Leadership</li> <li>Consultative Board</li> <li>Curriculum committee</li> </ul>	<ul style="list-style-type: none"> <li>funding \$</li> <li>trainers \$</li> <li>Training space</li> <li>Teachers \$</li> </ul>
<b>Objective 1.4:</b> <i>Develop the technology infrastructure that systematically and effectively supports all stakeholders at the institution beginning June 2016</i>			
1. Conduct a needs assessment of technology requirements. 2. Assess the facility requirements to meet the technology goals 3. Develop and implement a plan based on findings	<ul style="list-style-type: none"> <li>Completed assessments</li> <li>Written plan</li> <li>Student and teacher products</li> <li>Lesson plans</li> </ul>	<ul style="list-style-type: none"> <li>School Leadership and Consultative Board</li> <li>Technology consultant</li> <li>Curriculum team</li> </ul>	<ul style="list-style-type: none"> <li>Research grants</li> <li>Funding \$</li> <li>Technology consultants \$</li> </ul>

Action Steps Timeline	Evaluation	Responsibility	Resources Needed
<b>Objective 1.5:</b> <i>Develop student grading policies and procedures with consistent and clear expectations based on criteria that represent each student's attainment of content knowledge and skills by the start of the 2017 academic year</i>			
<ol style="list-style-type: none"> <li>1. Review and revise current grading policies and procedures to improve student performance.</li> <li>2. Review current trends in grading and revise appropriately</li> <li>3. Review rubrics and assessment goals to insure it aligns with lesson plans and standards</li> <li>4. Revise reporting materials to include report cards and transcripts.</li> </ol>	<ul style="list-style-type: none"> <li>● Review by June and revise by July</li> <li>● lesson plans</li> <li>● lesson plan review form</li> <li>● Revised report cards and revised transcripts</li> </ul>	<ul style="list-style-type: none"> <li>● School Leadership and Curriculum Advisor of the Consultative Board</li> <li>● Level leaders</li> </ul>	<ul style="list-style-type: none"> <li>● research</li> <li>● current policy and procedures</li> <li>● current rubrics</li> <li>● standards</li> </ul>
<ol style="list-style-type: none"> <li>1. Provide professional development on how to review student records</li> <li>2. Professional development on revised policies and procedures</li> </ol>	<ul style="list-style-type: none"> <li>● Review form completed by teachers on all students' records</li> <li>● Report on grades issued per quarter with each report card distribution</li> </ul>	<ul style="list-style-type: none"> <li>● School Leadership and Teachers</li> </ul>	<ul style="list-style-type: none"> <li>● revised policies and procedures</li> <li>● trainers \$</li> <li>● resource library \$</li> </ul>
<b>Goal 2: Create and sustain a school climate that is a safe, orderly, and productive learning environment</b>			
<b>Objective 2.1:</b> <i>Establish strong alumni association by January 2018</i>			
<ol style="list-style-type: none"> <li>1. Secure and confirm contact information on all alumni to establish Alumni Directory</li> <li>2. Establish goals, events and activities to engage alumni around the school and its success.</li> <li>3. Engage the Alumni Association to identify Officers</li> <li>4. Create an outreach initiative to contact and involve Muslim students not attending the Mohammed Schools by August 2017.</li> </ol>	<ul style="list-style-type: none"> <li>● Directory is developed and revised annually. By January 2017</li> <li>● Calendar of activities or alumni within first 12 months of team being identified.</li> <li>● Directory will show a list of Team with officers by Jan 2017</li> <li>● Outreach effort</li> </ul>	<ul style="list-style-type: none"> <li>● School leadership</li> <li>● Alumni Rep on Consultative Bd.</li> <li>● Alumni Rep on Consultative Board</li> <li>● Ansari</li> <li>● School Principal</li> <li>● IPTSCA</li> <li>● Imam's office</li> </ul>	<ul style="list-style-type: none"> <li>● Alumni parents</li> <li>● Alumni representatives</li> <li>● School secretary</li> <li>● School secretary</li> <li>● Contact information</li> <li>● Event list</li> <li>● Faith institute</li> <li>● Masjid secretary</li> </ul>



Action Steps Timeline	Evaluation	Responsibility	Resources Needed
	<ul style="list-style-type: none"> <li>Marketing</li> </ul>		
<b>Objective 2.2: Establish comprehensive mechanism to assess stakeholder experience by June 2017</b>			
1. Develop an annual assessment plan	<ul style="list-style-type: none"> <li>Assessment plans are distributed with timelines and who is responsible that include students, parents, teachers and community</li> </ul>	<ul style="list-style-type: none"> <li>School Director and Consultative Board develop the assessment, report out and action plan.</li> </ul>	<ul style="list-style-type: none"> <li>Money for printing \$</li> </ul>
<b>Objective 2.3: Establish positive customer service and stakeholder experience beginning May 2018</b>			
1. Review existing data results to assess stakeholder experience. 2. Establish comprehensive process to assess stakeholder experience by August 2016. <ul style="list-style-type: none"> <li>focus groups</li> <li>surveys</li> </ul>	<ul style="list-style-type: none"> <li>Process survey results</li> <li>Meeting minutes</li> <li>Sign in sheets</li> <li>Data reports from existing data</li> </ul>	<ul style="list-style-type: none"> <li>School leadership</li> <li>Stakeholder groups</li> <li>Consultative Board</li> </ul>	<ul style="list-style-type: none"> <li>Survey samples</li> <li>Stakeholders</li> <li>Group facilitators \$</li> <li>Focus group moderators \$</li> </ul>
1. Establish procedure for consistency in disciplinary issues of students. 2. Establish procedures for consistency in general staff expectations. 3. Train and orient staff and Admin to Student Rights and Responsibility and the Personnel Policy and Procedures 4. Quarterly review of discipline records and personnel files 5. Orient IPTSCA on the 2 documents referenced above	<ul style="list-style-type: none"> <li>Training document</li> <li>Quarterly review documentation</li> <li>IPTSCA agenda and documentation of orientation</li> </ul>	<ul style="list-style-type: none"> <li>School leadership</li> <li>Teachers</li> <li>school staff</li> <li>IPTSCA</li> </ul>	<ul style="list-style-type: none"> <li>SACS document</li> <li>Consultant \$</li> <li>Parents</li> <li>students</li> <li>teachers</li> <li>staff</li> </ul>
1. Review Student Rights and Responsibility Handbook and Personnel Policy and Procedures and revise to include timeline, resolution and sign off. 2. Handbooks will be updated by July	<ul style="list-style-type: none"> <li>Handbooks</li> <li>List of team members</li> <li>Meeting schedule</li> <li>Assurance sign off page</li> </ul>	<ul style="list-style-type: none"> <li>School leadership</li> <li>Community members</li> <li>Teachers</li> <li>Students</li> </ul>	<ul style="list-style-type: none"> <li>Current handbook</li> <li>handbook samples</li> <li>Materials and supplies \$</li> </ul>

Action Steps Timeline	Evaluation	Responsibility	Resources Needed
3. Develop a team of stakeholders to assist with the update			
1. Provide activities to promote a climate of peace, goodwill and community inclusion. 2. Establish monthly meetings with parents, teachers, and community members.	<ul style="list-style-type: none"> <li>• Schedules for events and initiatives</li> <li>• Meeting agenda</li> <li>• Record of attendance</li> <li>• Survey results</li> </ul>	<ul style="list-style-type: none"> <li>• School leadership</li> <li>• Teachers and staff</li> <li>• IPTSCA</li> <li>• Students</li> <li>• Community members and vendors</li> </ul>	<ul style="list-style-type: none"> <li>• Community partners</li> <li>• Office supplies and materials \$</li> <li>• Meeting space</li> <li>• List of sample activities</li> <li>• Samples of customer surveys</li> </ul>
1. All school organizations will be informed about the strategic plan and their role to assess areas where volunteer efforts are needed. 2. School organizations will incorporate the responsibilities into their planning.	<ul style="list-style-type: none"> <li>• Published materials</li> <li>• Meeting agenda</li> <li>• Attendance roster</li> <li>• Volunteer organization plans submitted annually.</li> </ul>	<ul style="list-style-type: none"> <li>• Consultative Board</li> <li>• Majlis</li> <li>• School leadership</li> <li>• School organization leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic plan</li> <li>• List of organizations and contact information</li> </ul>

## TIMELINE

Date	Activity	Accountability	Goals and Objectives
April 20, 2016	Create a reserve of 10% of school revenue to be realized over 5 years at 2% per year	School Accountant Director Consultative Board	SI:1.3
July 31, 2016	Appoint curriculum chair; recruit volunteers and staff; clarify school leadership curriculum development roles and responsibilities	School Leadership Consultative Board	SI:1.1
December 31, 2016	Develop plan to reduce rental payment delinquency rates	Treasurer Majlis	EE:1.1
January 31, 2017	Survey demographics of Masjid groups and develop; and implement diversity goals for each group	Ansari Committee School/IPTSCS	CE:3.1
January 31, 2017	Maintain balanced school budget	Director Accountant Consultative Board Fundraising Team Alumni Group	SS:1.1
March 1, 2017	Initiate process to build beneficial relationships with law enforcement, public and private schools, and government officials	PR Director Ansari Committee School Leadership Imam's Office IPTSCA	CE:2.2
May 31, 2017	Develop curriculum incorporating technology	Curriculum Committee School Leadership Consultative Board Teachers and Staff Director of Islamic Affairs	SI:1.2
June 1, 2017	Initiate development of dawah structure to build a robust dawah program	Faith Institute Ansari Committee PR School Leadership	CE:4.1
June 1, 2017	Conduct needs and facility assessment and develop a plan to build technology infrastructure	School Leadership Consultative Board Technology Consultant Curriculum Team	SI:1.4
June 1, 2017	Develop an annual stakeholder experience assessment plan	School Director Consultative Board	SI:2.2

Date	Activity	Accountability	Goals and Objectives
June 2, 2017	Initiate design and implementation of professional development plan to build capacity	School Leadership Finance Director Consultative Board Curriculum Committee	SI:1.3
July 31, 2017	Publish directory of established businesses to increase use Increase financial literacy Assess established businesses, community members, institutions within five-mile radius Established mechanism to increase Masjid School collaborations	Muslim Business Association Business Owners Imam's Office Majlis	EE:1.4
July 31, 2017	Develop a resource development position	Majlis Majlis Committee	CE:1.1
July 31, 2017	Compile targeted donor list to match community engagement activities	Resource Development PR Director	CE:3.1
July 31, 2017	Conduct the appropriate reviews to revise grading policies and procedures, including report cards and transcripts	School Leadership Board Curriculum Advisor Level Leaders	SI:1.5
March 31, 2018	Develop and implement an annual development plan targeting strategic donors	Resource Development PR Director	CE:3.1
March 31, 2018	Confirm contact information, establish goals and objectives for an Alumni Association	School Leadership Board Alumni Representative Ansari Committee IPTSCA Imam's Office	SI:2.1
April 30, 2018	Establish public relations department	Majlis Majlis Committee	CE:2.1
May 1, 2018	Initiate process to establish positive stakeholder and customer experiences	School Leadership Stakeholder Groups Consultative Board Teachers and Staff IPTSCA Students Community Members Vendors Majlis	SI:2.3

Date	Activity	Accountability	Goals and Objectives
December 31, 2018	Create database of community engagement activities (leading and participating)	Resource Development	CE:1.2
March 31, 2019	Developed public affairs plan to address key issues and messaging	Majlis PR Director	CE:2.1
December 31, 2020	Eliminate Masjid property debt, school debt, and delinquent tax liability	Majlis Masjid Treasurer School Finance Director Consultative Board Imam's Office School Leadership	EE:1.2
December 31, 2020	Develop and implement plan to increase number of community members, businesses, institutions owing property within five-mile radius	Majlis Property Manager Housing Professionals Trade Professionals School Leadership Consultative Board	EE:1.5

## APPENDICES

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### GLOSSARY

**Accreditation:** A quality assurance process under which services and operations of educational institutions or programs are evaluated by an external body to determine if applicable standards are met. If standards are met, accredited status is granted by the appropriate agency.

**Ansari:** (Ansar) supporters; the Medians who helped Prophet Muhammad (PBUH) when he migrated from Mecca to Medina.

**Ansari Committee:** A committee of team leaders responsible for providing support for planning and implementation of the goals and directives of the Majlis Ash-Shura and the Resident Imam of the Atlanta Masjid on behalf of the Atlanta Masjid community.

**Caliph:** (khalifah) successor, representative, commander of the faithful, lieutenant. In Qur'an establishes Adam's role as representative of Allah on earth. The belief that man's role, in his real nature is viceroy to Allah.

**Curriculum:** A planned sequence of instruction that includes a set of learning goals articulated across grades that outline the intended content and process goals at points in time throughout the K–12 school program.

**Collaboration:** The process of two or more people, groups, or organizations working together to realize or achieve something successfully.

**Dawah:** Invite; the proliferation of Islamic teachings through word and deed

**Eid-ul-Adha:** Festival of Sacrifice or "Greater Eid" commemorates the willingness of Ibrahim to sacrifice his son, Ishmael as an act of obedience to Allah. Allah intervened and provided a lamb for sacrifice instead. Traditionally, Muslims sacrifice a lamb or some other animal on the first day of Eid following the Eid salat. The meat is divided into thirds – one third is given to the poor and needy, one third shared with family and friends, and one third kept. Eid-ul-Adha is observed on the 10<sup>th</sup> day of Dhul al-Hajjah following the Hajj decent from Mount Arafat.

**Eid-ul-Fitr;** Festival of the Fast that marks the end of 29 or 30 days of fasting during the month of Ramadhan (4<sup>th</sup> Pillar of Al-Islam). The observance is the first three days of the Month of Shawwal.

**Entrepreneur:** A person who organizes and operates a business or businesses, taking on greater than normal financial risks to do so.

**Financial Literacy:** The ability to understand how money works in the world: how someone manages to earn or make it, how that person manages it, how he/she invests it (turn it into more) and how that person donates it to help others.

**Financially Solvent:** The degree to which the current assets of an entity exceed the current liabilities of that entity. Solvency can also be described as the ability of a corporation to meet its long-term fixed expenses and to accomplish long-term expansion and growth.

**Hajj:** The annual pilgrimage to Mecca and 5<sup>th</sup> pillar of Al-Islam performed by every able-bodied Muslim who can afford to do so. The Hajj is a demonstration of the solidarity of Muslims, their submission to Allah, tracing the steps of Prophets Ibrahim and Muhammad (PBHU). The Hajj occurs between the 8<sup>th</sup> and 12<sup>th</sup> day of Dhul al-Hajjah.

**Imam:** The worship leader of the Masjid responsible for leading congregational worship and prayers. The Resident Imam of the Atlanta Masjid of Al-Islam serves as a religious and social leader and in addition to being responsible for the execution of religious activities, is responsible for the managerial and fiscal oversight of Atlanta Masjid activities and programs.

**Iftar:** The evening meal that breaks the fast during the month of Ramadhan. Technically, the fast is broken with water, fruit, or dates at Mahrib and the iftar follows Mahrib salat. Community iftars are encouraged.

**Islamophobia:** Dislike of or prejudice against Islam or Muslims, especially as a political force.

**Janaaza:** The funeral prayer held before the burial and after the shrouding of the body of a deceased Muslim. The Salat al-Janaaza is a collective obligation upon Muslims and is performed in congregation to seek pardon for the deceased and all dead Muslims.

**Jummah:** (jum'ah) The congregational prayer held every Friday. The jummah prayer of half of the dhuhr prayer and is preceded by a khutbah which serves as two rakahs of dhuhr. Attendance is obligatory for all adult males.

**Majlis Ash-Shura:** Council of consultation; the governing body that set policy and the agenda of the Atlanta Masjid of Al-Islam

**Musalla:** An open space used usually used for praying

**Murshiddun:** Guide

**Nikaah:** Marriage ceremony between a man and a woman wherein each make an internal intention as the marriage contract is recited. The contract included attendant rights and obligations which the man and woman fulfil toward one another. It is only through the nikaah that a man and woman have legal permission to one another for the close and intimate relationship signified in marriage.

**Pedagogy:** The theory and practice of education concerning how best to teach in with strategies governed by students' background, knowledge, situation, and environment

**Philanthropy:** The desire to promote the welfare of others, expressed especially by the generous donation of money to good causes.

**Salat:** (salah) is the practice of formal prayer and one of the five pillars of Al-Islam. Performing salat is obligatory for all adult Muslims and should be performed when in a state of cleanliness achieved by ablution (prescribed washing) and made in a place that is clean. Consistent with the sunnah of Prophet Muhammad (PBUH) fard (obligatory) salat is performed at five periods of the day: before daybreak (fajr); as the sun declines from its zenith (dhuhr); in the afternoon (asr); following sunset (mahrib); and after the night falls (isha).

**Shura:** Consultation. Consultation is predicated on three rules of conduct: 1) all persons are equal in human and civil rights; 2) public issues are best decided by majority view; 3) the principles of justice, equality, and human dignity are best realized in personal and public life under shura governance.

**Sunnah:** The sayings, living habits, practices, and silent approvals of Prophet Muhammad (PBUH) in dealing with friends, family, trade, and government.

**Taqwa:** God-consciousness; the state of “being conscious of Allah” and wilfully avoiding actions that lead the degeneration of this consciousness, while consciously undertaking steps and actions that will strengthen it.

**Zakat:** (zakah/zekat) One of the five pillars of Al-Islam that involves giving of a small percentage of one’s surplus wealth (generally around 2.5%). Islamic communities have an obligation to collect zakat as well as ensure its distribution to Muslims in need.



## STRENGTHS, CHALLENGES, OPPORTUNITIES, AND THREATS

INTERNAL	
<ul style="list-style-type: none"> <li>• Connected to community legacy</li> <li>• Organizational structure</li> <li>• Skilled human resources</li> <li>• Inter-generational collaboration</li> <li>• Existing school</li> <li>• Experienced teachers and administrators</li> <li>• Organizational structure (Shell)</li> <li>• History/Legacy (new)</li> <li>• Intra-faith relationships</li> <li>• Strong base of entrepreneurs</li> <li>• Functioning worship institution</li> <li>• Operational collaboration (we work well together)</li> <li>• Strong political and business relationship</li> <li>• Focus on debt reduction</li> <li>• Home ownership</li> <li>• Skilled and talented human resources</li> </ul>	<ul style="list-style-type: none"> <li>• Too much debt</li> <li>• Ineffective use of skills and talents</li> <li>• Lack of religious literacy</li> <li>• School Operations</li> <li>• Financial challenges (budget mgmt.)</li> <li>• Security at the school</li> <li>• Gossip</li> <li>• Lack of enrollment</li> <li>• Knowledge of Quran &amp; Arabic</li> <li>• Lack of Islamic practice</li> <li>• Internally financially challenged community members</li> <li>• Majority spending outside of community</li> <li>• Limited cash flow</li> <li>• Too much debt</li> <li>• Deficit thinking</li> <li>• Ineffective use of properties</li> <li>• Ineffective use of skills and talents</li> <li>• Lack of political savvy</li> <li>• Financial illiteracy</li> <li>• Not capturing monetary value of in-kind services</li> <li>• Property deterioration and ongoing maintenance cost</li> </ul>
EXTERNAL	
<ul style="list-style-type: none"> <li>• Islamophobia</li> <li>• Inter/intra-faith relationships</li> <li>• Non-profit opportunities</li> <li>• Improved economic/political advocacy</li> <li>• Non-profit funding/philanthropy</li> <li>• School religion - release policy</li> <li>• Improved economy</li> <li>• Standard Based Educational (SBE) movement</li> <li>• School choice movement</li> <li>• Public funding for private schools</li> <li>• Appreciation in property value</li> <li>• Improved US economy</li> <li>• Non-Profit Funding / Philanthropic</li> </ul>	<ul style="list-style-type: none"> <li>• Islamophobia</li> <li>• Islamic extremists</li> <li>• Loss of human resources/unmosqued</li> <li>• Taxes</li> <li>• Education competition</li> <li>• Lack of endowment</li> <li>• Neighborhood crime</li> <li>• Continued expectation of deep tuition discounts</li> <li>• Increased taxes</li> <li>• Competition from other schools</li> <li>• Unmosqued movement / Loss of human resources</li> <li>• Neighborhood crime</li> <li>• Loss of tenants</li> </ul>

## PLANNING COMMITTEE

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