



ICNE 2030: TRANSFORMING ICNE TO BETTER SERVE OUR COMMUNITY

A strategic vision to transform ICNE
into the Islamic Hub of New England

**5-YEAR VISION
ICNE 2030**

1. Islamic Hub of New England
2. Robust Youth Leadership
3. Top Full-Time Islamic Education
4. Financially Sustainable

Building on Our Legacy, Shaping Our Future

OUR APPROACH

Transformation

- 1. Balance Tradition with Progress**
Respect our legacy while aggressively pursuing necessary changes.
- 2. Engage the Community & Build Capacity**
Harness the deep talents and energy of our community to drive growth.
- 3. Modernize Infrastructure & Processes**
Upgrade facilities, technology, and digital engagement.
Introduce clear, streamlined procedures to eliminate red tape and foster agility.
- 4. Shift to Opportunity-Based Decision Making**
Move from risk-averse thinking to a proactive, solutions-focused approach.

A person of understanding changes the world, but a person of ignorance fears it.
– Al-Mawardi

BY JANUARY 2028...

**3-YEAR
PICTURE**

Expand Programming

- Programming with purpose; and common themes carried across different programs
- Well-being & skills development
- Religious education for all

Maximize Quality

- Eliminate hurdles to Ibada
- Implement feedback culture
- Surveys, audits, benchmarking

Optimize Facilities

- Maximize maintenance & utilization of existing facilities
- Modular solutions optimize land use
- Map expansion 2.0

Maximize Finances

- \$2M Revenue from all sources (excluding expansion)
- \$1.4M Expense (limit to 70%)
- \$400K Waqf (20% revenue)
- \$200K Reserve (10%)

Deploy Human Capital

- Volunteers: 100 core volunteers; 15% members
- Full Time Employees: 8 employees
- Contractors: Busy-work outsourced

Extend Reach

- Greatly amplify digital content
- 5x Reach across New England
- 2x Reach across US
- 100,000 Followers on Social Media

BY JANUARY 2026...

1-YEAR PLAN

Invigorate & Increase Youth Programs

- 2 New Youth Programs
- 2 New Children's Programs
- 1 Collaboration focused on Youth

Hire Quincy Imam

- Hire by June 30, 2025
- Fully onboarded by Aug 31, 2025

Engage & Build Community

- Community Needs Assessment
- Quarterly Town Halls
- Community dashboard
- 4 New programs to address underserved populations.

Raise \$1.1M (non-expansion)

- Establish Development Strategy by April 15, 2025
- Ramadan Campaign: \$500K
- Sustainers: \$250K
- Grants: \$50K
- Winter Fundraiser: \$300K

Overhaul Facility Upkeep, with Ihsaan

- Comprehensive facilities audit.
- Establish preventative maintenance plan.
- Establish a beautification plan

Expansion plans for Quincy & Sharon

- Development of full site master plans, formal project plans, and budgets.

JOIN US

Let's build our future together!



**Your Ideas &
Creativity**



**Your
Investment**



**Your
Time**

Join us and help build ICNE 2030