



# STRATEGIC PLAN 2025-2027



## LETTER FROM THE CEO AND BOARD CHAIR

Dear Friends and Supporters,

For the first time in our nation's history, a New American woman stood atop a major party's ticket for the presidential nomination. And while the next New American woman is readying herself to break that glass ceiling, New American Leaders have shown the growing influence and importance of immigrant voices in our democracy. In the 2024 general election, 75% of the NAL program alumni running for office posted wins up and down the tickets. This achievement reflects the growing influence and importance of immigrant voices in our democracy. This achievement underscores what New American Leaders (NAL) has strived for since its inception: a more inclusive, equitable democracy where every voice is heard and valued.

At NAL, we have always believed that our democracy shines brightest when it reflects the full diversity of our nation. The events of recent years have highlighted the incredible strength and potential within our communities, reaffirming the importance of leadership that truly represents all of us. In response, New Americans have embraced this moment with resilience, determination, and an unwavering commitment to justice and equity. Their leadership is not just a reaction to challenges but a celebration of the progress we continue to make together, driving our democracy forward with hope and purpose.

Our 2025-2027 Strategic Plan is a blueprint for building on this momentum. It is both practical and aspirational, **designed to guide our work over the next three years while laying the foundation for sustained growth in the future.** This plan is a testament to our commitment to smart, sustainable growth that aligns with our mission to empower immigrants and refugees to run, win, and lead in public office.

The work ahead of us is both challenging and exhilarating. We are deeply grateful for your unwavering support. Your belief in our mission and your generosity in fueling our work have been instrumental in our progress. Together, we will continue to empower the next generation of leaders—leaders who reflect the diversity and strength of our nation and who will guide us toward a more inclusive future.

Thank you for standing with us as we advance this vital mission.

Onwards and upwards,

**GHIDA DAGHER**

CEO AND PRESIDENT  
NEW AMERICAN LEADERS

**BALI KUMAR**

CHAIR OF THE BOARD  
NEW AMERICAN LEADERS

## EXECUTIVE SUMMARY

New American Leaders (NAL) is the only national, nonpartisan 501(c)(3) nonprofit dedicated to empowering New Americans—first and second-generation Americans, immigrants, refugees, and those identifying with the immigrant experience—to run for, win, and lead in public office. Since its founding in 2010, NAL has embraced the immigrant experience as a civic leadership asset, offering comprehensive support from initial candidate training and campaign to governance support for those elected to office. To date, we have trained over **1,800** New Americans nationwide, with more than **200** alumni now serving in elected or appointed positions.

Recognizing the need for sustainable growth in an evolving political landscape, NAL undertook a strategic planning process to ensure that our future aligns with our mission. The resulting strategic plan will guide us over the next three years, ensuring we continue to foster an inclusive political landscape while growing sustainably. This roadmap addresses both **immediate needs and long-term aspirations**, setting the foundation for future success.

Our strategic priorities—elevating NAL's voice, securing financial sustainability, investing in our team, expanding outreach, enhancing training, supporting elected officials, and fostering alumni engagement—are all designed to ensure that NAL continues to empower New Americans to lead the way in building a democracy that truly represents us all.

Note: The New American Leaders Board of Directors formally adopted the 2025-2027 Strategic Plan on September 12, 2024, with implementation beginning on October 1, 2024.





# About NAL

## VISION

Our vision is clear: a robust democracy that is inclusive, accountable, and authentically rooted in community.

To make this vision a reality, New American Leaders is leading a movement for inclusive democracy by empowering immigrants and refugees to harness their power and potential in public office.

## MISSION STATEMENT

Empowering New Americans to run, win, and lead.

## WHAT SETS US APART

**WE EMBRACE THE IMMIGRANT EXPERIENCE** as a powerful civic leadership asset, offering comprehensive support that has enabled 509 immigrant leaders to successfully run for office or take on significant roles in their communities.

**WE FOSTER AN INCLUSIVE COMMUNITY** by empowering those traditionally underrepresented in politics, with over 1,800 individuals trained since 2010, including 203 new alumni in 2024 from diverse racial, ethnic, and gender backgrounds.

**WE ARE NEW AMERICANS**, and this identity shapes our strategies and programs, with 79% of our staff and 77% of our Board reflecting the communities we serve, ensuring our work is both relevant and transformative.

**WE ARE NONPARTISAN**, collaborating across the political spectrum to empower New Americans, focusing on immigrant integration, protecting democratic access, and fostering civic engagement.

**WE ARE IN IT FOR A LONG HAUL**, building strong political networks and fostering sustainable immigrant leadership across the nation.

**WE ARE GROWING**, expanding to 46 states, increasing program applications by 35% over the past three years, and building a robust alumni network of leaders making a difference across the country.

**WE ARE PART OF A LARGER MOVEMENT** for a more inclusive democracy, partnering with national and local organizations to recruit applicants, engage communities, and drive impact through initiatives like webinars and GOTV campaigns.

**WE ARE EFFECTIVE**, with our alumni leading policy wins like eviction protection in Colorado and repealing right-to-work laws in Michigan.



# Strategic Priorities

## PRIORITY #1

### Elevate NAL's Unique Voice and Thought Leadership in a Crowded Field

#### Purpose

To solidify NAL as a leading voice in the movement for inclusive democracy, this priority focuses on strengthening NAL's brand, enhancing its visibility through strategic media partnerships, and establishing thought leadership. By doing so, NAL aims to expand its influence, amplify the voices of New American leaders, and increase the organization's impact on a national scale.

#### Objectives

- Strengthen NAL's Brand
- Boost Organizational Profile through Media and Partnerships
- Solidify NAL's Expertise and Thought Leadership

## PRIORITY #2

### Realize a Strong Financial Position

#### Purpose

Ensuring long-term financial stability is crucial for NAL to continue its mission and expand its impact. This priority focuses on developing a robust financial model, building reserves, diversifying funding sources, and enhancing financial literacy and management practices across the organization.

#### Objectives

- Ensure Current and Future Financial Sustainability
- Build Financial Reserves for Long-Term Stability
- Diversify Funding Sources
- Enhance Financial Literacy and Management Practices

## PRIORITY #3

### Invest in and Build a Diverse and Effective Team

#### Purpose

To maximize organizational efficiency and impact, NAL is committed to optimizing its staffing structure, developing a diverse talent pool, investing in staff professional development, and enhancing board diversity and engagement. This ensures that NAL has the human resources needed to effectively carry out its mission.

#### Objectives

- Optimize Staffing Structure for Maximum Efficiency
- Develop a Diverse and Lasting Talent Pool for Leadership Roles
- Invest in Staff Professional Development
- Enhance Board Diversity and Engagement

## PRIORITY #4

### Expand and Strengthen New American Outreach and Recruitment

#### Purpose

Expanding outreach and recruitment efforts is key to growing NAL's impact. This priority focuses on increasing the number of New Americans in pipeline programs, enhancing diversity and inclusion, and building strong partnerships that support recruitment and program participation.

#### Objectives

- Sustainably increase the number of high potential, values-aligned New Americans participating in pipeline programs as trainees, trainers, and speakers
- Enhance diversity and inclusion across programs to empower a representative and equitable leadership pipeline



### PRIORITY #5

## Enhance New American Training and Coaching Programs

### Purpose

To further empower New Americans, NAL is committed to enhancing its training and coaching programs. This priority focuses on providing comprehensive and impactful training, offering targeted coaching, and continuously improving program effectiveness and responsiveness to needs based on participant feedback.

### Objectives

- Provide comprehensive and impactful training for emerging New American leaders
- Empower trainees through targeted coaching for political candidacy, government appointment, or campaign staff roles

### PRIORITY #6

## Empower, Support, and Engage New American Elected Officials

### Purpose

NAL is dedicated to supporting New American elected officials throughout their tenure in elected office. This priority emphasizes empowering officials with the tools they need to govern effectively, fostering a sense of community, and leveraging their experiences to enhance NAL's programming.

### Objectives

- Empower New American elected officials to serve successfully and sustainably
- Foster a sense of community and belonging among New American elected officials
- Leverage the experiences and insights of New American elected officials to enhance New American Leaders' programming

### PRIORITY #7

## Foster Strong Affinity and Connection Among Alumni of New American Leaders

### Purpose

Building a vibrant and engaged alumni network is essential for sustaining NAL's impact. This priority focuses on cultivating strong connections among alumni, highlighting their achievements, and ensuring they remain active participants in NAL's mission.

### Objectives

- Cultivate a vibrant and engaged alumni network where members feel a deep affinity for New American Leaders
- Track and uplift New American Leaders alumni and their achievements

## FINANCIAL PROJECTIONS

A comprehensive financial projection has been developed to guide the organization's growth and ensure sustainable impact. NAL anticipates steady revenue growth of 11% annually, beginning with \$3.82 million in 2025 and reaching \$4.71 million by 2027. This revenue trajectory is designed to support the organization's strategic objectives while accounting for annual inflation, increased operational demands, and the creation of a financial reserve.

## LEARN MORE

[NewAmericanLeaders.org](https://NewAmericanLeaders.org)  
[info@newamericanleaders.org](mailto:info@newamericanleaders.org)  
347.588.0048

@NewAmericanLd