



# Working Toward Justice and Opportunity: 2011–2013 Strategic Plan Overview

Over the past 20 years, Grantmakers Concerned with Immigrants and Refugees (GCIR) has provided philanthropy with timely information and insightful analysis on immigrant and refugee issues. Our 2011-2013 strategic plan builds on strengths in the area of research, communications, programming, and technical assistance—as well as a large body of work on immigrant integration. It draws heavily on findings from a member survey, more than 50 formal interviews, dozens of informal conversations with members, and a rigorous assessment of challenges and opportunities.

The strategic plan reflects the needs and interests of philanthropy and responds to pressing issues facing immigrant and refugee communities in these volatile times. It positions GCIR to engage in deeper work while maintaining a big-tent approach. And it calls for us to take a strong leadership role to engage philanthropy in four strategic priority areas:

