

Demanding Dignity by Speaking Truth to Power:

How United We Dream Network (UWDN)

Accelerated the Immigrant Youth Movement

A case study of UWDN's major accomplishments and lessons learned,
with strategic considerations for the path forward



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The following section is the **introduction** to this case study.

What's in a Title?



The title of this report communicates a few of the most important findings and conclusions of this case study.

By “Demanding Dignity,” we mean:

UWDN members **make demands** and **set their agenda**. They do not bend to political pressure or pledge allegiance to any political party. They have a singular focus on holding others accountable for doing the right thing for immigrants.

UWDN members are **proud of who they are**: undocumented, unafraid, and unapologetic.

By “Speaking Truth to Power,” we mean:

UWDN members **speak their own truth** to expose a moral crisis. They own their **power to change people's hearts and minds** and build the case for their rights. By being **authentic**, they **connect deeply with people** and their **core values**.

By **sharing their stories and realities**, they bring to life the **human impact** of the broken immigration system in the US in a way that cannot be denied.

Acknowledgements

This report was written by written by Sarah Illing, Steven LaFrance, and Gabriel Treves-Kagan of Learning for Action (LFA).

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We extend special thanks to the individuals who shared their experiences and expertise over the course of the evaluation as interview participants and members of the Youth Advisory Group. Our interviewees provided the rich and thoughtful insights that made this study possible, while the Youth Advisory Group provided perspective and contributions that strengthened the study.



Acknowledgements: UWDN Affiliates

1. Arkansas Coalition for Dream (AC4D) – AR
2. Arizona Dream Act Coalition (ADAC) – AZ
3. Scholarships AZ – AZ
4. California Dream Network (CDN) – CA
5. San Diego Dream Team (SDDT) – CA
6. San Fernando Valley Dream Team (SFVDT) – CA
7. North Colorado Dreamer United (NCDU) – CO
8. Padres y Jóvenes Unidos – CO
9. Together Colorado/Mile High Dream Team – CO
10. CT Students for a DREAM (C4D) – CT
11. Florida Immigrant Youth Network (FLIYN) – FL
12. Homestead for Equal Rights for All (Homestead ERA) – FL
13. Students Working for Equal Rights (SWER) – FL
14. Youth Coalition for Comprehensive Immigration Reform (YCCIR) – GA
15. Kansas Missouri Dream Alliance (KSMODA) – KS & MO
16. Kentucky DREAM Coalition (KDC) – KY
17. Student Immigrant Movement (SIM) – MA
18. Dream Organizing Network (DON) – NC
19. New Mexico Dreamers in Action (NMDIA) – NM
20. University of New Mexico Dream Team (UNMDT) - NM
21. Desis Rising Up and Moving (DRUM) – NY
22. Long Island Immigrant Student Alliance (LIISA) – NY
23. Make the Road New York (MRNY) – NY
24. MinKwon Center for Community Action – NY
25. Sarah Lawrence for Immigration Advocacy (SLIA) – NY
26. DREAM Act Oklahoma (DAOK) – OK
27. Pennsylvania Liberty Dreamers (PLD) – PA
28. Tennessee Immigrant & Refugees Rights - Jóvenes Para Un Mejor Presente (JUMP) – TN
29. Youth for Youth (Y4Y) – TN
30. Salt Lake DREAM Team (SLDT) – UT
31. Dreamers of Virginia (DOV) – VA
32. Washington Dream Act Coalition (WDC) – WA
33. Latinos Unidos (LU) – WI
34. Youth Empowered in the Struggle (YES) – WI
35. Council Minority for Student Affairs (CMSA) – TX
36. Education Initiative Association (EIA) – TX
37. Minorities Affairs Council (MAC) – TX
38. North Texas Dream Team (NTDT) – TX
39. University Leadership Initiative (ULI) – TX
40. Youth Empowerment Alliance (YEA) – TX
41. United We Dream Houston (UWDH) – TX

Acknowledgements: UWDN Partners

While UWDN's contributions have been incredibly important, their impact has been generated and amplified in partnership with a wide array of over 50 other allies and organizations including, but not limited to the following:

- Advancement Project (AP)
- Alliance for Citizenship (A4C)
- America's Voice (AV)
- American Civil Liberties Union
- American Federation of Labor and Congress of Industrial Organizations (AFL-CIO)
- American Federation of Teachers
- American Immigration Council
- American Immigration Lawyers Association (AILA)
- Asian Law Caucus
- Asian Pacific American Labor Alliance (APALA)
- Black Alliance for Just Immigration
- Center for American Progress
- Center for Community Change
- Comprehensive Immigration Reform Initiatives (CIRI)
- Congress of Day Laborers
- Detention Watch Network
- Dream Defenders
- Embassies and their Consular Network
- First Focus
- Florida Immigrant Coalition
- Freedom Side
- Generational Alliance
- Get Equal (GE)
- GLADD
- Grassroots Leadership
- Immigrant Legal Resource Center
- Immigration Advocates Network (IAN)
- Immigration Equality
- Mi Familia Vota
- Migration Policy Institute (MPI)
- NAFSA: Association of International Educators
- National Center for Transgender Equality (NCTE)
- National Day Laborer Organizing Network (NDLON)
- National Domestic Workers Alliance (NDWA)
- National Education Association (NEA)
- National Immigration Law Center (NILC)
- National Immigration Project of the National Lawyers Guild
- National Transgender Law Center (NTLC)
- New Orleans Workers' Center for Racial Justice
- Not1More
- People Improving Communities through Organizing Network (PICO)
- Service Employees International Union (SEIU)
- The Task Force
- United States Students Association (USSA)
- Voto Latino

About the Organizations and People Involved in this Case Study



About United We Dream Network

United We Dream Network is the largest immigrant youth-led organization in the U.S. This powerful nonpartisan network is made up of over 100,000 immigrant youth and allies and 42 affiliate organizations in 26 states. UWDN organizes and advocates for the dignity and fair treatment of immigrant youth and families, regardless of immigration status.

About the Youth Advisory Group for this Case Study

The Youth Advisory Group is composed of 20 leaders within the immigrant youth movement. Members of the Advisory Group provided guidance to the evaluation team to ensure the right questions were being asked to frame and explore UWDN's accomplishments, impact, and areas of potential growth meaningfully.



About Unbound Philanthropy

Unbound Philanthropy is a private grantmaking foundation that works to ensure that migrants and refugees are treated with respect and engage with their new communities. Unbound Philanthropy supports pragmatic, innovative, and responsive approaches to immigration and immigrant integration in the United States and United Kingdom.



About Learning for Action

Learning for Action provides rigorous evaluation, strategy, and capacity-building services that enhance the impact and sustainability of social sector organizations. LFA brings technical expertise and community-based experience to ensure our services are useful, relevant and accessible to all social sector organizations, from grassroots community-based efforts to large-scale national and international foundations and initiatives.

About this Case Study

Introduction, Purpose, Context, and Methods

**What this Case Study Sets Out to Achieve and
Why these Purposes, as well as the Time
for Telling this Story, are Ripe Now**

Introduction and Purposes for this Case Study

Join us on a remarkable journey of how a group of undocumented immigrant youth risked coming out of the shadows to tell their stories of how *injustice* would never allow them to achieve their **American dreams** — unless they took action.

We will explore UWDN's **role in bringing together groups of immigrant youth and immigrant youth organizations** to build a level of **political power** that ultimately enabled policy and other changes that have opened up **new opportunities** for young immigrants and their families. We also will explore **lessons learned** along the way, **opportunities**, and **potential challenges** that may be on the horizon for UWDN.

There are **multiple purposes** for this case study:

- To capture and describe UWDN's **major accomplishments**
- To identify **opportunities** and **lessons** for UWDN as the organization charts a path forward
- To reflect on how Unbound Philanthropy, as a major funder of UWDN, implemented its **“theory of philanthropy”** that articulates its intention as a **changemaker**
- To inform funders' thinking about **how philanthropy can support movement-building**
- To support UWDN's **sustainability** and **growth**



The Context: Why Now?

The time is ripe for this case study for three reasons.

- **UWDN has experienced significant and rapid growth; now is a good time to take stock of what has been achieved, what has been learned, and where the strategic opportunities lie.** UWDN is at an important juncture in its organizational lifecycle. Understanding strengths and areas for development will help it chart a course for its next phase of work. UWDN is in the midst of a strategic planning process that the findings from this case study can inform.
- **The field of immigration rights, and social justice movements more broadly, can benefit from learning about UWDN's successes and challenges.** Leaders in the field of immigration rights in the US and in other parts of the world can draw on what UWDN has achieved and learned to strengthen their work. Leaders of other social justice movements, particularly those in early stages of development, can accelerate progress by drawing on the UWDN experience.
- **Funders and others interested in supporting UWDN – and similar efforts – can deepen their understanding of what is possible and how to engage.** There is much work that remains to be done to advance immigrant rights and social justice goals in the US and around the world. The UWDN story can point to where and how these efforts can best be supported.

The Case Study Research Questions

The following questions guided the case study research:

See these report sections:

■ How did UWDN grow and evolve as a network over time? What role did UWDN's growth and strengthening play in galvanizing the immigrant youth movement?

→ Journey at a Glance
→ UWDN's Impact

■ What role did UWDN play in the passage and implementation of DACA?

→ Journey at a Glance
→ UWDN's Impact

■ What has been the impact of UWDN on public understanding of immigrants, immigration, and the immigrant rights movement?

→ Journey at a Glance
→ UWDN's Impact

■ What lessons can other social justice movements learn from UWDN and the Dreamers?

→ Reflections on the Path Forward

■ What are the opportunities for funders to support Dreamers and the immigrant youth movement moving forward?

→ Reflections on UWDN's Relationship with Funders

■ In what ways has Unbound Philanthropy supported the development, capacity, and accomplishments of UWDN?

→ Reflections on UWDN's Relationship with Funders

Case Study Methods: Data Collection

The LFA team collected and analyzed data through the following methods to complete this case study research:

Key Informant Interviews

- Working with members of the Unbound Philanthropy and UWDN teams, we identified and invited a diverse set of 37 individuals to participate in a structured interview conversation for the study. **Of the 37 people invited, a total of 32 individuals completed an interview conversation** between March and May 2015.
- Interviewees (or “key informants”) **represented the diverse pool of potential informants** for the study, including:
 - ❖ Current UWDN staff and leadership
 - ❖ Former leadership of UWDN
 - ❖ UWDN partners
 - ❖ Observers from the field
 - ❖ Leaders from the LGBT community
 - ❖ Leaders from the Asian/Pacific Islander community
 - ❖ Unbound Philanthropy staff
 - ❖ Other funders of immigration issues

Document Review and Analysis of Available Data

- We reviewed and extracted information from a wide array of about **24 available reports, documents and other data sources**. In particular, we used Masters and Osborn’s 2010 article about how foundations can support movement building to inform our analysis of UWDN’s movement building work. Other data sources include:
 - ❖ Grant proposals, reports and metrics
 - ❖ Web sites and Facebook pages
 - ❖ Third-party evaluation reports
 - ❖ Lectures, speeches and presentations
 - ❖ Research reports
 - ❖ Field literature

Literature, Reports and Documents Reviewed for the Case Study

- “Results from a Nationwide Survey of DACA Recipients Illustrate the Program’s Impact,” 2015, Tom K. Wong, Kelly K. Richter, Ignacia Rodriguez, and Phillip E. Wolgin
- 2015 lecture, “AMERICAN DREAMERS: Faces of a Civil Rights Movement,” Julia Preston
- Owing the Dream: Two Years of the Deferred Action for Childhood Arrivals Program, 2014 report by United We Dream Network
- Grantmakers for Effective Organizations (GEO) 2013 conference presentation by United We Dream and Unbound Philanthropy, “Conversations with Movement and Network Leaders: Amplifying the Voices of an Immigrant Youth-Led Network”
- 2013 evaluation of Dream Summer (“Cultivating the Dream: The Impact of Dream Summer on a Generation of New Leaders”)
- 2011 Strategic Review of the United We Dream Network by Anita Khashu and Kathleen Sullivan
- “Social Movements and Philanthropy: How Foundations Can Support Movement Building,” Masters and Osborn, 2010
- “Making Change: How Social Movements Work and How to Support Them,” Pastor and Ortiz, 2009
- United We Dream Network website and Facebook page
- United We Dream Network grant proposals, reports, and metrics

How We Analyzed the Interview Data

The LFA team used the qualitative data analysis software **Dedoose** to systematically analyze the data collected through the key informant interviews. The following lays out the steps in the data analysis process.

1. We first review the interview notes to **develop a set of codes representing key themes** through an iterative process guided by the research questions for the case study in order to identify what information contained in the interview data addresses which of the specific research questions and relevant areas of inquiry.
2. We then use this set of codes to go through all of the interview notes to **systematically “tag” each comment and idea with the code** so that we know what parts of the interviews contain relevant data speaking to each of the key themes.
3. We then pull together the subset of interview data that reflect the findings for a given theme and analyze where there are **strong common themes** across key informants, **important ideas (oftentimes counterpoints)** that may not be common across many informants but merit a place in the discussion of findings, and which **quotes to pull** out to include in the report.



Strengths and Limitations of the Case Study Approach

Strengths

- The **combination of methods** – key informant interviews, review of available reports and literature in the fields of immigration and movement building, and synthesis of available quantitative data – is **well-suited for a case study**, which seeks to **dive deeply** into exploration of a set of relatively few research questions. This mix of research methods allowed the LFA team to develop a rich and nuanced understanding of both **what has occurred** over the course of UWDN’s journey and **how** what has occurred either **contributed to or created challenges** along the way.
- The group of individuals in the interview sample represent a **diverse set of points of view**, both supportive and critical of UWDN. In fact, we found that even the closest supports of UWDN offered criticisms that provided fruitful learning for UWDN’s path forward.

Limitations

- While this case study focuses on UWDN, **many of the outcomes described in this study are also a function of contributions by other leaders in the immigrant youth movement**; UWDN did not singlehandedly achieve many of the impacts we describe.
- In this case study, the **accomplishments of UWDN affiliates** may be underrepresented. We learned that “UWDN” is often perceived as the national office, and it is likely that this bias exists within our data as the scope of the study did not allow for deeper data collection with affiliates.
- This case study is primarily based on qualitative data, which by nature are the **subjective perspectives** of those providing input. We **cannot generalize** and apply the conclusions from the findings of this kind of qualitative study to other organizations without taking into account the unique context and circumstances of UWDN as well as those of another organization.
- It is **not possible to make direct, scientific “cause and effect” claims** about what UWDN did and the changes that have occurred in the immigrant youth movement over time. Rather, we can identify where, based on the preponderance of the evidence, UWDN appeared to make contributions to field-level developments.

The following slides explore **UWDN’s journey at a glance**.

UWWDN's Journey at a Glance

Section Components

The Making of UWWDN: An Overview of its Early History Leading to UWWDN Today

Major Milestones: A Closer Look at 2009-15

Key Accomplishments: An Overview of UWWDN's 2014-15 Activities and Results

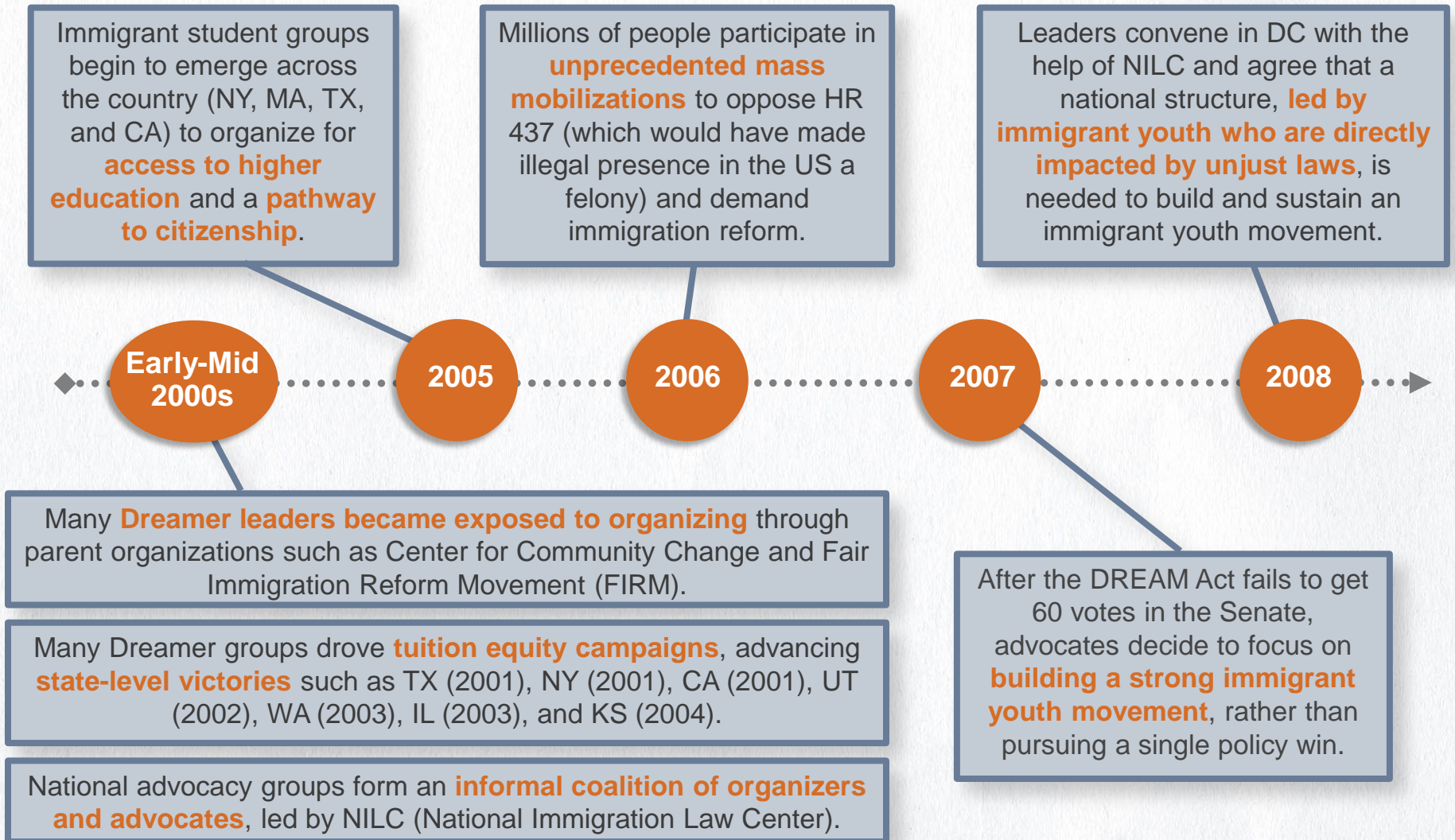
The Making of UWDN: An Overview of its Early History Leading to UWDN Today



The following slides
overview the early history
of UWDN leading to its
formation and growth from
2008-15.

Early History Leading to UWDN's Formation

This timeline highlights the early history leading up to UWDN's founding in 2008.



UWDN's Growth and Development

This timeline highlights key developmental milestones since the founding of UWDN in 2008.

United We Dream Network is founded

by a group of 7 immigrant youth organizations and hires Carlos Saavedra, the Network's first national organizer:



University Leadership Initiative from Austin, Texas



New York State Leadership Council



Student Immigrant Movement in MA



Students Working for Equal Rights (SWER) in Florida



California Dream Network in LA



IDEAS (Improving Dreams, Equality, Access, and Success) at UCLA



Padres y Jovenes Unidos in Colorado

- **Major turning point:** Following the defeat of the DREAM Act, some affiliates and other immigrant groups **splinter off due to differences in strategy.**
- UWDN solidifies its regional organizing infrastructure and **trains 1,200 immigrant youth leaders** on organizing and advocacy.
- UWDN hires Cristina Jiménez as Managing Director.

2008
continued

2010

2011

2013

2014

2015

- UWDN elects **first National Coordinating Committee.**
- UWDN creates **regional infrastructure** with 8 regions across the U.S.
- UWDN hires Jose Luis Marantes (Managing Consultant) and Gabby Pacheco (END Coordinator).

- UWDN has **50,000 supporters** and **5,000 immigrant youth leaders.**
 - **2,500 youth** have been trained in leadership development.

- UWDN launches a new leadership structure: the **National Leadership Council** represents the affiliates with the most capacity and reach in their communities.

- UWDN is the **largest immigrant youth organization in the US.** Its network is made up of over **100,000 immigrant youth and allies.**
- UWDN is now in the **process of creating a 5-year strategic plan for the future.**
- UWDN has 26 staff.

Challenges UWDN Overcame to Become the Organization it is Today

Throughout its lifecycle, UWDN has overcome a **number of challenges** to become the thriving organization it is today. These challenges have included the following:

- Governance challenges, such as the tensions of keeping a network together when affiliates face very different conditions and political climate (e.g. California vs. Arizona)
- Balancing what it takes to be a “DC player” while also at the nexus of a grassroots network
- A lack of resources for local/state work
- Differing opinions among members about the best approach to take (e.g. inside vs. outside strategies); most notably, the splintering off of some groups in 2011
- Lack of legal options to financially support affiliates without nonprofit status
- Lack of time and bandwidth needed to meaningfully communicate key decisions to partners
- Some encounters with racism and xenophobia when partnering with LGBTQ groups
- Differing opinions about perpetuating a merit-based “model Dreamer” narrative that prioritizes the needs of college-bound young people
- Underrepresentation of local, affiliate work in the public perception of UWDN’s accomplishments
- Geographic distance between DC and NYC offices and many affiliates

Major Milestones:

A Closer Look at 2009-15

The following slides dig deeper into UWDN's growth and development from 2009-15, exploring its congresses, campaigns, and roles in pursuing key national legislation.

Major Milestones: 2009



Organizational Development

- UWDN holds first national meeting.



Congresses and Convenings

- **First National Congress** in Minnesota with 40 participants.



UWDN Campaigns

- UWDN **ramps up visibility** for Dreamers through organized public demonstrations. UWDN leaders agree on the **Coming Out of the Shadows** campaign, which led to the viral success of Undocumented and Unafraid.



National Legislation

- **DREAM Act** reintroduced in House and Senate.

Major Milestones: 2010



Organizational Development

- UWDN elects **first National Coordinating Committee and Board Members.**
- UWDN creates **regional infrastructure with 8 regions.**
- UWDN hires Jose Luis Marantes (Managing Consultant) and Gabby Pacheco (END Coordinator).



Congresses and Convenings

- Convening in Lexington, KY with 150 participants. At this Convening, UWDN members discuss their **campaign for the DREAM Act**, and a **caucus of LGBTQ Dreamers** has the idea for a “coming out” workshop.



UWDN Campaigns

- After CIR (Comprehensive Immigration Reform) fails in Congress, UWDN leads efforts **to shift attention to DREAM act.** To support the DREAM Act, UWDN leads fasts, civil disobedience, and vigils. There were 200 Dreamers per week in DC for six weeks. Florida Dreamers walked from FL to DC in the **Trail of Dreams** (*photo above from Florida Immigrant Coalition*).
- UWDN launches **Education Not Deportation (END)** Program to stop the deportation of Dreamers by changing public narratives through storytelling.



National Legislation

- **Major disappointment:** The DREAM act passes in the House, but fails in the Senate.

Major Milestones: 2011



Organizational Development

- **Major turning point:** Following the defeat of the DREAM Act, some UWDN affiliates and other immigrant groups, including NIYA (National Immigrant Youth Alliance), **splinter off due to differences in strategy.**
- UWDN solidifies its regional organizing infrastructure and **trains 1,200 immigrant youth leaders** on organizing and advocacy.
- UWDN hires **Cristina Jiménez** as its **first Managing Director.**
- **Gabby Pacheco** becomes UWDN's **first Director of Policy and Advocacy.**



Congresses and Convenings

- **Second National Congress** in Memphis, with 250 participants. The civil rights movement provides inspiration to help reenergize the base after the devastating DREAM Act defeat in 2010. Many LGBTQ Dreamers actively come out, and UWDN affirms its commitment to LGBTQ rights.
- **Third National Congress** in Dallas, Texas, with 450 participants. Affiliates decide to focus on civic engagement and the Right to Dream campaign to win administrative relief for immigrant youth. UWDN announces the QUIP and DEEP programs (see below).



UWDN Campaigns

- UWDN leads the **End Our Pain** campaign to stop deportations.
- UWDN launches the **Right to Dream** campaign to advocate for executive action to protect immigrant youth from deportation.
- UWDN formalizes **Queer Immigrant Youth Project** (QUIP, which seeks to organize and empower LGBTQ undocumented immigrants) and **Dream Educational Empowerment Program** (DEEP, which catalyzes educational justice and empowerment for immigrant students).



National Legislation

- DREAM Act was reintroduced in the Senate.



Major Milestones: 2012



Organizational Development

- **Lorella Praeli** becomes the second **Director of Advocacy and Policy**, following Gabby Pacheco's transition.



Congresses and Convenings

- **Fourth National Congress** in Kansas City, MO, with 600 participants. Parents attend this UWDN congress, and UWDN leaders intentionally shift to be more inclusive of family members.



UWDN Campaigns

- UWDN leads the **Right to Dream** campaign to promote administrative relief.
- UWDN coordinates its **first civic engagement campaign**, "I Am a Dream Voter," in TX, MD, AZ, and WI. The **Education Not Deportation (END)** program plays a key role in pushing for administrative relief.



National Legislation

- **Major victory:** President Obama issues **Deferred Action for Childhood Arrivals (DACA)** policy, providing protection from deportation and work permits for eligible youth.



Major Milestones: 2013



Organizational Development

- UWDN has **50,000 supporters** and **5,000 immigrant youth leaders**.
- Over **2,500 youth** have been trained in leadership development.



Congresses and Convenings

- No congresses or convenings. UWDN focuses on evaluating campaign work with affiliates and making shifts to their strategy moving forward.



UWDN Campaigns

- UWDN expands platform to the **11 Million Dreams** campaign to stop deportations and win a pathway to citizenship for the undocumented community. (*Photos below from unprecedented mock citizenship ceremony.*)
- UWDN and partners launch the **Own the DREAM** campaign, which helps eligible youth apply for DACA and work permits.
- The **DREAM Educational Empowerment Program (DEEP)** plays a key role in DACA implementation efforts.
- The **Queer Undocumented Immigrant Project (QUIP)** plays a key role in uplifting the stories of Undocuqueers.
- The **Education Not Deportation (END)** program focuses on stopping deportations of undocumented families.



National Legislation

- A bill for comprehensive immigration reform passes in the Senate, but fails in the House.
- UWDN played a key role in **advocating for the most impressive DREAM Act to date** (as part of the S.744 bill), in addition to a bill that related to **family separation**.



Major Milestones: 2014



Organizational Development

- UWD launches a new leadership structure: the **National Leadership Council** represents the affiliates with the most capacity and reach in their communities. (Each of 15 core affiliates has one representative.)



Congresses and Convenings

- **Fifth National Congress** in Phoenix, with 500 participants (*photos below*). UWDN leaders decide to fight for the expansion of DACA to include the rest of the immigrant community.



UWDN Campaigns

- UWDN creates **We Can't Wait** campaign to call on President Obama to address the most pressing and painful issues facing the undocumented community: deportations and family separation.
- UWDN starts building **more relationships with black youth organizing groups**.
- Following an introduction from Sofia Campos (UWDN Board Chair), UWDN begins **working closely** with Ohio Student Association and Dream Defenders (FL), ultimately resulting in the **formation of Freedom Side**.
- UWDN plays more prominent role in **uplifting voices of LGBTQ immigrants**, doing “coming outs” on **Univision** and other **Latino media outlets**.



National Legislation

- **Major victory:** President Obama **announces executive action, which will expand the population eligible for DACA and the period of work authorization**. Obama also **creates the DAPA program** (Deferred Action for Parents of American and Lawful Permanent Residents), which **will allow parents of US citizens and lawful permanent residents to request deferred action and work authorization**. Note: As of September 2015, both initiatives were stalled in federal courts.
- The Secretary of Homeland Security released a memo reflecting new enforcement policies that prioritize national security and, in theory, **reduce deportation** of immigrants with strong ties to the US.



Major Milestones: 2015



Organizational Development

- WWDN is the **largest immigrant youth organization in the US**, with a network is made up of over 100,000 immigrant youth and allies.
- WWDN is in the process of **creating a five-year strategic plan** to guide its future work.



Congresses and Convenings

- **Regional convenings** in September and October 2015 will focus on laying out clear goals for 2016.



WWDN Campaigns

- WWDN focuses on **shifting the public narrative** about undocumented immigrants in preparation for the 2016 election.
- WWDN takes on a **more pivotal role in fighting deportation cases** and the **criminalization of immigrants**.
- WWDN **deepens relationships** with **black youth organizations**, increasing collaborations and political education within its own constituency (i.e. deepening black and brown awareness).
- WWDN organizes and advocates to **defend DACA and DAPA** from political attacks.
- WWDN leads “**Break the Cage**” campaign, which advocated for the **rights of LGBTQ people in detention** and ultimately led to a coalition that **pushed the administration to issue guidance on the detention of transgender immigrants**.



National Legislation

- No major national immigration-related legislation passed as of September 2015.

The following slides explore **WWDN's key accomplishments**.

Key

Accomplishments:

An Overview of UWDN's 2014-15 Activities and Results

Sub-Section Components

UWDN's Key Relationships

How UWDN Has Engaged Others

UWDN's Field Campaigns

UWDN's Work to End Deportation

Leadership in Advocating for, Defending, and Implementing Administrative Relief

Introduction

These slides explore UWDN's major accomplishments for the most recent year, April 2014 to March 2015 (unless otherwise specified).

UWDN's Key Relationships: Who UWDN Has Engaged

- Affiliates; Partners; Policymakers; Government Agencies; and Schools and Educators

How UWDN Has Engaged Others

- Leadership Development; Social Media; Mainstream Media; Voter Outreach; and Outreach to Other Social Justice Movements

UWDN's Field Campaigns

- Advocating for Pro-Immigrant Policies
- Countering Anti-Immigrant Policies

UWDN's Work to End Deportation

- Education Not Deportation (END) Program
- Engaging Members of Congress in Deportation Defense
- Countering Harsh Enforcement: Pushing for Greater Agency Accountability

UWDN's Leadership in Advocating for, Defending, and Implementing Administrative Relief

- Expanded DACA and DAPA: Information Services and DACA Clinics
- Advocacy Work for Expanded DACA and DAPA
- Defending DACA and DAPA Victories

UWDN's Key Relationships

WHO UWDN HAS ACTIVELY ENGAGED: Partners and Allies



Affiliates

42 local member groups in
26 states



Partners

Approximately 45 allies and
organizational partners



Policymakers

Relationships with 15 Senators (10D, 5R) and
12 members of the House (10D, 2R)



Schools and Educators

Engaged 1,632 educators and
1,542 schools



Government Agencies

Relationships with 4 agencies:
ICE, DHS, USCIS, and DoE



DACA Implementation Service Recipients

Over 26,000 informed and
serviced

How UWDN Has Engaged Others

LEADERSHIP DEVELOPMENT: Key Highlights

2,967
people
trained

1,883
people
mobilized
for actions

23 affiliates and
85 leaders
built via
campaigns

30
people
coached

SOCIAL MEDIA: Reach and Activity by the Numbers as of 2014



UWDN's social media presence continues to grow at a rapid pace.

- Facebook community, Twitter followers, and text message community have each grown more than **50%**.
- Custom graphics, videos, live online broadcasts and posts, combined, reach an average of **1,615,432** unique users per month.
- 101,240** people took action via email.

f
55,256
Facebook
likes


19,700
Twitter
followers

270
Instagram
followers


How UWDN Has Engaged Others

MAINSTREAM MEDIA: Indicators of Media Successes



UWDN is the **go-to immigrant-led organization** for interviews and comments in both English and Spanish-language media. During an interview at MSNBC's Rachel Maddow Show on November 19, 2014, Rachel Maddow said, ***"You guys are one of the most effective direct action groups I have ever seen in my lifetime"*** when referring to UWDN's organizing and advocacy work.

- **5,135** mentions and TV appearances in 20 months, shifting narratives about the national immigration debate

- UWDN leaders invited to travel with the President on Air Force One and participate in **two** press stakeouts at the White House

- UWDN distributed an average of **10-15** press alerts, including advisories, statements and emails, per week. They averaged **35** press clips every month in 2014-15.

How UWDN Has Engaged Others

VOTER OUTREACH: “I Am a DREAM Voter”

In 2012, UWDN carried out its **first ever civic engagement campaign**, “I Am a DREAM Voter,” bringing in over **15,000 Latino voter pledges** from Texas, Arizona, and Maryland. Dreamers used their stories to mobilize voters, achieving a **91% voter turnout rate** in San Antonio District 23.

In 2014, UWDN once again took to the streets with this civic engagement campaign.



Highlights of the “I Am a DREAM Voter” campaign’s progress include:

Collected over **3,300 pledges** (Offline: 2,300; Online: 1,000) in support of Dreamers and their families in South Texas counties with the worst voting record in the country.

Built a volunteer base of over **30 volunteers** who contributed in **250+ volunteer shifts**.

Knocked on **over 10,000 doors** throughout McAllen, TX.

Contributed to the **largest voter turnout** in the Rio Grand Valley’s history.

Developed a **culture of data** on the ground to expand the civic engagement work.

How UWDN Has Engaged Others

OUTREACH TO OTHER SOCIAL JUSTICE MOVEMENTS: LGBTQ Justice



Intersectionality: UWDN's philosophy is to create opportunities for members to live as their full selves. They continuously work across the progressive movement in order to honor the full scope of their membership's humanity. UWDN has built strong alliances with the LGBTQ and African American communities by investing staff time and resources to build a robust movement for justice.

UWDN created the **Queer Undocumented Immigrant Project (QUIP)** in 2011.

QUIP's Efforts to Increase Public Understanding

- QUIP's **#BoldBroadInclusive** campaign lifted up the stories of LGBTQ immigrants and families that have been affected by deportation.
- UWDN is pivotal in helping Spanish media talk about **marriage equality**.

QUIP's Efforts to Support New Leaders

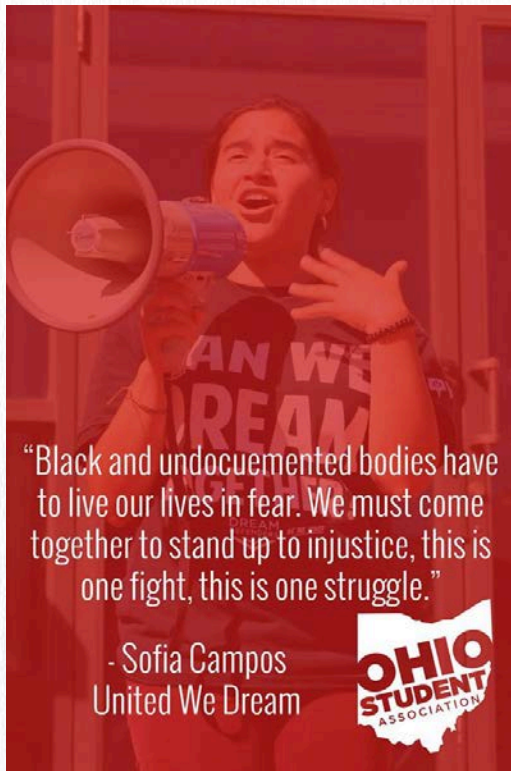
- QUIP is building the next generation of LGBTQ undocumented immigrants leaders, also known as **Undocuqueers**, in places like Texas, Florida, New York, Washington DC, and Seattle. This incredible leadership pipeline allows for leaders to be **freed from the burden of the double closet**.
- QUIP leaders participated in several LGBTQ conferences, including **Creating Change** and a conference for LGBTQ youth that QUIP co-planned in 2014.

QUIP's Partnerships with Other Organizations

- QUIP works side by side with **Immigration Equality** and **National Center for Transgender Equality** on a campaign for alternatives to detention for LGBTQ immigrants.
- QUIP engaged mainstream LGBTQ organizations in UWDN's efforts by asking them to publicly **highlight the need for affirmative administrative relief**.

How UWDN Has Engaged Others

OUTREACH TO OTHER SOCIAL JUSTICE MOVEMENTS: Racial Justice and Enforcement Work



UWDN campaigns expand the framing of immigration as a **racial justice issue** and call for the **end of the criminalization** of communities of color. UWDN convenes groups to build **stronger relationships** and is now working with black youth organizations on several fronts. Accomplishments include:

- Working with the **Ohio Student Association, Dream Defenders** and **young people from Ferguson**, helping youth **build a strong structure** to outlast the crisis in Ferguson.

- Working in local communities to **unveil the harm the collaboration** between **ICE** and the **local police** has caused in immigrant communities.

- Co-founding **Freedom Side**, a collective focused on bringing together black and brown youth to build trust, work to dismantle unjust policies, build power, and create change in their communities.

- Holding conversations about anti-blackness within the immigrant rights movement, in which more than **180** people participated from across the country.

UWDN's Field Campaigns

ADVOCATING FOR PRO-IMMIGRANT POLICIES

UWDN's pro-immigrant field campaigns in 2014-15 advocated for in-state tuition, financial aid, and scholarships for undocumented students. This work includes addressing threats to tuition equity in states that provide in-state tuition to undocumented immigrant students, and highlighting educational success stories of DACA recipients to encourage other states to **adopt tuition equity laws**. Campaign locations and affiliate local groups include:



Washington Dream Act Coalition (WDAC): Working with the University of Washington system to encourage them to publicly state their support for undocumented students and create institutional support via a resource center.



Student Immigrant Movement (SIM), MA: Advocating for in-state tuition and state aid for undocumented students. Tufts University to provide in-state tuition and financial aid to undocumented students.



Scholarships AZ: Advocating for in-state tuition for DACA recipients.



Connecticut Students for a Dream (C4D): Advocating for state financial aid for DACA recipients, which passed in 2015.



Homestead's Equal Rights for All, Florida Immigrant Coalition (FLIC), Florida Immigrant Youth Network (FLIYN), Students Working for Equal Rights (SWER), and UWD Tampa Bay. Advocating for in-state tuition for undocumented students, which went into effect in July 2014.



Make the Road New York: Leading campaign to advocate for New York Dream Act, which failed in March 2014.

UWDN's Field Campaigns

COUNTERING ANTI-IMMIGRANT POLICIES



UWDN's work to counter anti-immigrant policies has included:

Protecting in-state tuition for AZ DACA recipients:

Scholarships AZ and Arizona Dream Act Coalition participated in a lawsuit protecting in-state tuition for DACA recipients in the Maricopa Community College System.

Defending state aid for undocumented students in TX:

University Leadership Initiative and Youth Empowerment Alliance organized against the repeal of state aid for undocumented students in Texas.

Collaborating with GetEqual to defend LGBTQ rights in AZ:

Arizona SB1062 would have made it legal for small businesses to discriminate against the LGBTQ community on the basis of religion. QUIP engaged with a coalition to gather support from local business against SB1062 and was also part of the major press conference against the bill. Though the bill passed the House and Senate, Governor Brewer vetoed it in 2014.

Advocating for alternatives to detention for LGBTQ immigrants:

UWDN demanded protection for LGBTQ detainees, who often face harassment and abuse. They advocated for alternatives to detention of LGBTQ people, including release on humanitarian grounds and monitors (i.e. ankle bracelets).

Opposing discriminatory language:

UWDN sent a letter to the Chronicle of Higher Education to encourage them not to use the "I" word.

Opposing anti-immigrant legislation in NC:

UWDN affiliates organized a statewide fight against HB 318, which was signed into law in October 2015.

UWDN's Work to End Deportations

END (Education Not Deportation) Program

UWDN connects, trains, and empowers local communities to defend their rights, stop unjust deportations, and combat the ongoing collaboration between local police and immigration authorities. Their work to end deportations includes:

Communication Strategy

Sharing Deportation Stories: Through the END project, UWDN continued to share the stories of deportation cases across the country to agitate communities into action and change the hearts and minds of the public on immigration enforcement. UWDN leads a communications strategy to amplify each family's story, creating a national narrative around them and highlighting the urgent need for administrative changes.

Advocacy and Deportation Defense

Connecting Local Enforcement Fights to National Advocacy Demands: The END project highlights the inhumane and inconsistent practices of the national immigration enforcement system. The END Coordinator works with the national UWDN campaign and organizing team to bring national attention to certain types of cases worked locally, allowing UWDN to highlight its campaign demands.

Key Result of UWDN's Efforts

In February 2014, the local END team led by UWDN affiliate, the New Jersey Dream Act Coalition (NJDAC), effectively created awareness on the wrongful detention of Carlos, a NJ father of a sick baby, in deportation proceedings. As part of this case, UWDN worked with Senator Menendez to: 1) intervene and ask ICE to stop the deportation of this father and 2) ask the President to stop deporting NJ families. This case had more than 10 media hits and Senator Menendez asked to be part of the press event when Carlos was released from detention and reunited with his family.



CARLOS WAS RELEASED YESTERDAY!
THANKS TO YOU ANOTHER FAMILY HAS BEEN REUNITED!

UWDN's Work to End Deportations

DEPORTATION DEFENSE: Launching the First Volunteer Hotline

UWDN launched the **END hotline** – the first volunteer hotline of its kind in the US– designed to

- 1) identify people in detention or removal procedures who are DACA/PA eligible and
- 2) to report ICE raids and checkpoints.

This one-of-a-kind volunteer hotline helped UWDN uplift the civil rights violations by the ICE and share critical updates with policymakers about these violations.

30+ DAPA/CA eligible people in detention during first 4 months

Over 500 calls during first 4 months

BUILDING RELATIONSHIPS WITH POLICYMAKERS

Engaging **59** Members of Congress

43 House members (staff) and **16 Senators** (staff) attended an END briefing. Of these, 15 House members were re-engaged and matched with local affiliates to build relationships, and four Senators were engaged on END cases.

Holding **11** meetings with Members of Congress

UWDN met with **9 House members** and **2 Senators** to discuss the state of play on the ground, including: current enforcement tactics (Operation Cross Check, PEP, and raids); DHS misconduct; concerns with selective application of the Johnson civil enforcement priorities; and limited use of favorable prosecutorial discretion. They received commitment from these offices to collaborate and intervene on UWDN's behalf.



UWDN's Work to End Deportations

COUNTERING HARSH ENFORCEMENT: Pushing for Greater Agency Accountability

UWDN continues to monitor government agencies and push for greater agency accountability, in light of the executive actions and the President's prosecutorial discretion memo. UWDN's achievements in pushing for greater accountability include:

Leading Direct Action

- Engaged in direct action that exposed the unjust and inhumane immigration system, highlighting the pain caused by Immigration Customs Enforcement (ICE).
- Educated local and national policymakers and highlighted the urgency of the need to stop deportations and create an affirmative administrative program.



Scaling Back the Deportation Machine and Promoting Administrative Relief

- Played a critical role via the We Can't Wait campaign in the immigration executive actions announced by President Obama.
- Worked with 100 END campaigns/cases in 2014.

Advanced two of the most significant immigration policy changes in over 25 years

UWDN's Leadership in Advocating for, Defending, and Implementing Administrative Relief

EXPANDED DACA and DAPA: Information Services and DACA Clinics

UWDN's DACA implementation work was instrumental in the enrollment and renewal of thousands of DACA recipients. With a strategic implementation plan that includes workshops, trainings, information clinics, individualized assistance, and renewal reminder services, UWDN provides:

- The support needed in order to ensure DACA recipients reap the benefits of DACA and keep their status through renewals;
- Funding and training to affiliates in Dallas, Austin, Houston, Boston, and Oklahoma City to implement DACA assistance programs in their communities; and
- Training and coaching to teams in Santa Fe, Albuquerque, Phoenix, Tucson, San Diego, Homestead (FL), Northern Virginia, and Kansas City.



Jan 2014-
Sept 2015
Results

26,493

people informed and serviced

4,841

people reached through direct
DACA-related services

122

people received services and
then engaged in UWDN
advocacy

UWDN's Leadership in Advocating for, Defending, and Implementing Administrative Relief

EXPANDED DACA AND DAPA: Information Services and DACA Clinics

Individuals who received basic information from April 2014 to March 2015 about DACA, DAPA, and *notario* fraud include:

21,281

people educated via email



22,745

people educated via text message



1,189

people attended webinar explaining the new program on the night of the victory



8,605

online views of recorded webinars/online broadcasts



UWDN information and education events for April 2014 to March 2015 include:

65

Presentations at Foreign Consulates

135

DACA Application Assistance Clinics

296

DACA Home Office Application Assistance Events

154

Informational Forums

22

Pre-Screening Forums

UWDN's Leadership in Advocating for, Defending, and Implementing Administrative Relief

DEFENDING DACA AND DAPA VICTORIES

UWDN has taken an active role **defending their victories** of DACA expansion and DAPA programs announced in 2014. Their advocacy includes:

Informing and educating the field during phone calls on the latest developments in the courts

Training UWDN leaders to participate and raise UWDN priorities in meetings with Cecilia Muñoz and the President.

Participating in the amicus brief filed in the U.S. District Court of the Southern District of Texas in Brownsville

Actively participating in conversations with the Administration, advocates, and field leaders

Informing the strategy and messaging for litigation strategies in partnership with NILC and Yale Law School

Developing educational materials, including, but not limited to, graphics and one pagers

Playing an active role in the DHS funding fiasco in Congress and successfully building strong relationships with moderate Democratic offices

Partnering with key local groups such as A4C (Alliance for Citizenship) "amigos" to maintain a presence and voice during hearings

The following slides explore **UWDN's Impact**.

UWDN's Impact

Section Components

UWDN's Toolkit for Creating Change

UWDN's Impact: Stories and Highlights of UWDN's Success



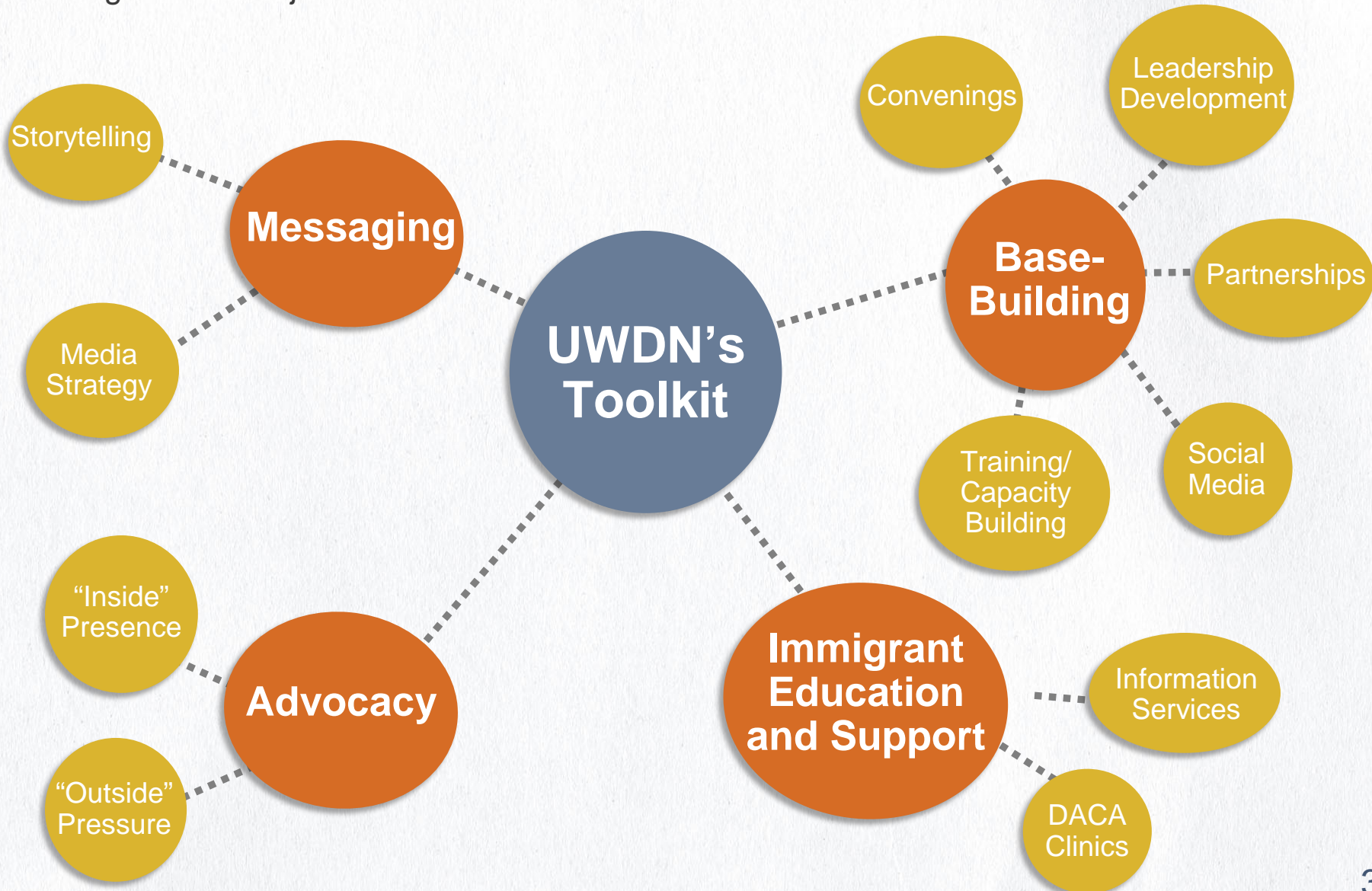
UWDN's Toolkit for Creating Change

The following slides outline UWDN's core approach, highlighting the tactics and frameworks UWDN has used to advance progress towards its vision, goals, and objectives. Key examples are provided for UWDN's work in the areas of messaging, advocacy, base-building, and immigrant education and support.

The Array of Tools UWDN Uses to Create Change



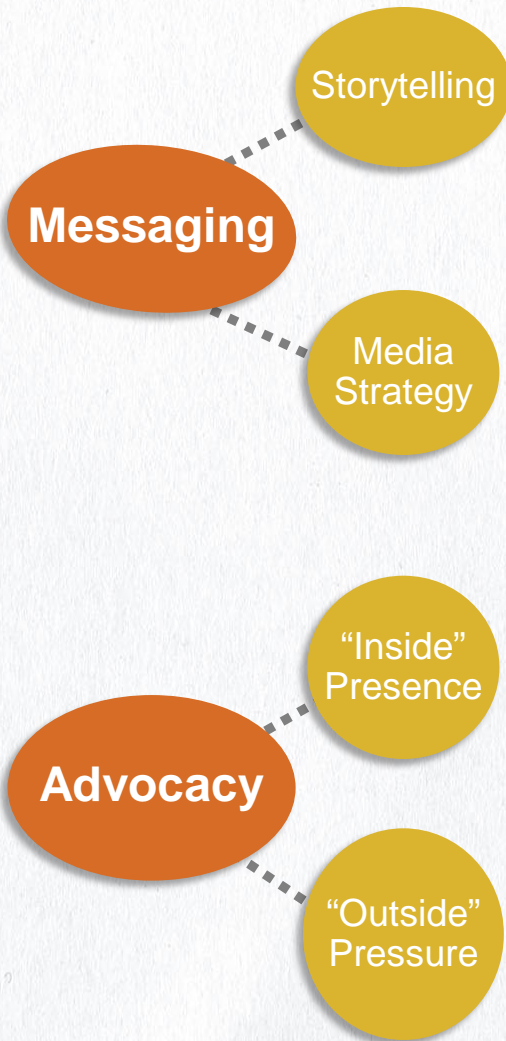
UWDN uses a **wide range of diverse tools** to tap into youth's energy and drive progress towards goals and objectives at both the local and national levels.



UWDN's Toolkit in Action:



Key Examples of UWDN's Messaging and Advocacy Efforts



UWDN recognizes that stories help people understand the world and connect with others. Through storytelling, UWDN members have created a space for their own healing and helped the public understand immigration from a “human” perspective.

→ **Ex:** The Education Not Deportation (END) Program tells the stories of Dreamers who are deported to expose the moral crisis around deportation and create a sense of urgency to end senseless deportations.

UWDN uses its relationship with the media to share the stories of Dreamers.

→ **Ex:** By sharing the story of Walter Lara in 2009, UWDN was able to put pressure on the Department of Homeland Security and stop his deportation.

UWDN representatives build relationships with policymakers and advocacy organizations, working with them to develop political strategy and give policymakers a “pulse” on their constituents.

→ **Ex:** UWDN met with Janet Napolitano in Summer 2011 and created pressure for administrative action by highlighting the stories of Dreamers who had been deported.

UWDN members use the threat of action, such as a direct action which would damage a policymaker’s reputation or brand, to hold them accountable.

→ **Ex:** UWDN members “bird-dog” presidential candidates, persistently asking the candidates to publicly clarify their stances on immigration reform.

UWDN's Toolkit in Action:



Key Examples of UWDN's Base-Building Efforts



UWDN convenings include their annual Congresses, in which hundreds of young leaders come together to solidify their immigration priorities for the year.

→ **Ex:** At the 2010 Congress in Lexington, KY, UWDN members elected their first National Coordinating Committee (NCC) and created a regional infrastructure.

UWDN actively seeks to cultivate new leaders, through exposure to national-level organizing, mentorships, and training.

→ **Ex:** Many members of the National Leadership Council (formerly the National Coordinating Committee) frequently emerge as prominent leaders within the immigration reform field.

UWDN maintains relationships with a diverse group of partners to advance their mission, within fields such as education, policy, organizing, and communication. Their partners have included organizations such as America's Voice, Asian Pacific American Labor Alliance (APALA), Educators for Fair Consideration, First Focus, National Day Labor Organizing Network (NDLON), National Immigration Law Center (NILC), PICO National Network, and SEIU.

UWDN uses social media tactics to build a base of dynamic base of support around issues relevant to their mission.

→ **Ex:** The "We Are Marie" campaign led to strong public support for Marie Gonzalez and ultimately led to the Department of Homeland Security's decision to defer her deportation.

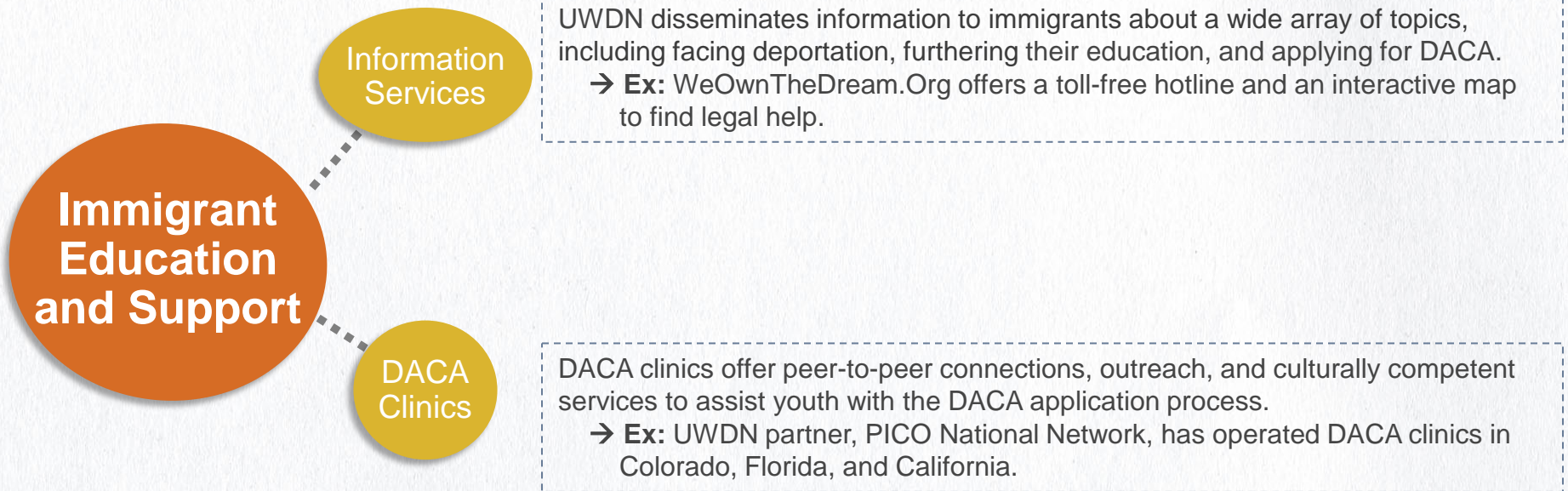
UWDN provides a wide range of capacity-building supports to affiliates, training them in topics such as movement building, setting up DACA clinics, and communications frameworks.

→ **Ex:** NCC Board Members travel to Alabama to help organize a volunteer base and defeat a harsh anti-immigrant "show me your papers" law (HB 56).



UWDN's Toolkit in Action:

Key Examples Of UWDN's Immigrant Education and Support Efforts



The following slides explore UWDN's impact.

UWDN's Impact:

The Stories of UWDN's Success

Sub-Section Components



How UWDN Has Shifted Public Understanding and Built Political Power: Story of Now



How Immigrant Youth's Perceptions of Themselves Have Changed Over Time: Story of Self



How UWDN Has Helped Catalyze the Immigrant Youth Movement: Story of Us

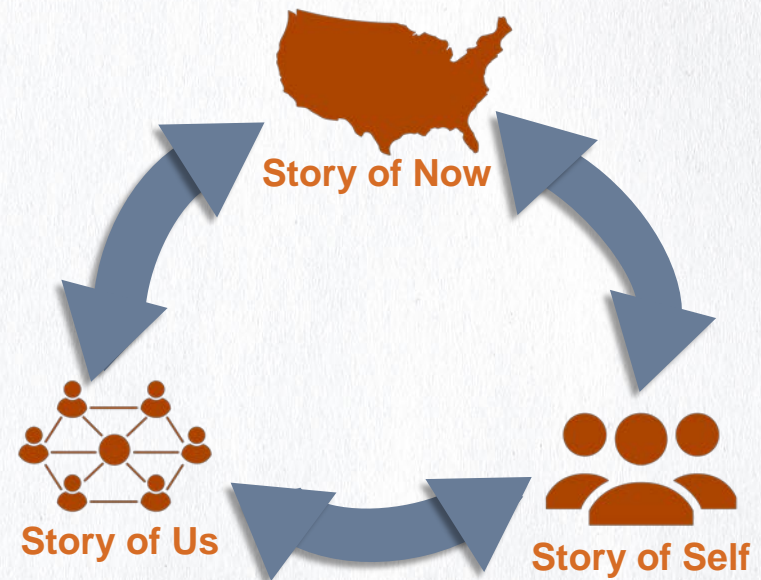
The Stories of UWDN's Success

This document narrates UWDN's success using the three elements of **Marshall Ganz's public story**: *story of self*, *story of us*, and *story of now*. This "public story" is one of UWDN's central frameworks and training components. As one key informant explains, training thousands of people in this framework "[gave] the movement DNA."

As UWD evolved into the organization it is today, changes in immigrant youth's perceptions of themselves [*Story of Self*] catalyzed UWDN's development as an organization [*Story of Us*], which sparked changes in public understanding and political power [*Story of Now*].



Today, the relationships between these stories—immigrant youth's perceptions of themselves, UWDN's development as an organization, public understanding, and immigrant youth's political power—are increasingly reciprocal. For example, a policy win may increase immigrant youth's perceptions of their own power (perhaps leading to increased membership), while simultaneously building UWDN's credibility with policymakers and creating new opportunities for leadership development.



In this section, we will begin with the Story of Now, followed by the Story of Self and the Story of Us.

Summary of UWDN's Impact:

The Stories of UWDN's Success

How UWDN Has Shifted Public Understanding and Built Political Power: Story of Now

UWDN has changed the immigrant rights landscape by:

- **Shifting Public Understanding:** putting a “human face” on immigration issues; establishing moral authority; and creating vivid visual messages
- **Building Political Power:** establishing a political voice; building an inside presence; sustaining outside pressure; and advocating for administrative action in 2012 and 2014



How Immigrant Youth's Perceptions of Themselves Have Changed Over Time: Story of Self

Within just a few years, immigrants' understanding of themselves changed dramatically. Key informants shared that immigrant youth today are increasingly developing:

- An Ethic of Pride
- A Greater Sense of Possibility
- Ownership of Their Political Power
- Increased Political Consciousness



How UWDN Has Helped Catalyze the Immigrant Youth Movement: Story of Us

UWDN as an organization is powered by its network of independent affiliates, who in turn, benefit from the resources and guidance that the DC-based staff bring. In particular, UWDN has helped catalyze the immigrant youth movement through its:

- Shared Vision and Purpose
- Intentional Leadership Development
- Strong Organizational-Affiliate Structure





How UWWDN Has Shifted Public Understanding and Built Political Power:

Story of Now

The following slides explore UWWDN's role in:

- **Shifting Public Understanding:** putting a “human face” on immigration issues; establishing moral authority; and creating vivid visual messages
- **Building Political Power:** establishing a political voice; building an inside presence; sustaining outside pressure; and advocating for administrative action in 2012 and 2014



Shifting Public Understanding:

Celebrating Recent and Significant Changes in Public Opinion

UWDN has been **overwhelmingly successful** in changing public narratives about immigration issues. Multiple key informants share that **storytelling has been the Network's biggest strength**, and they report **drastic changes** in public opinion within recent years.

UWDN and its antecedents over time played a **huge role** in helping to frame the Dreamer narrative for mainstream Americans in a way that I think was **enormously successful**, hugely important, and **much more impactful than any other single piece of the immigrant rights landscape over the past decade.**

Rachel Tiven
Immigrant Justice Corps

They also have **shifted the narrative** and **transformed** the way that Americans think about the undocumented population, out of a criminalization frame to a **more nuanced complete picture of who people are** – students, friends, neighbors, families. This is such a **huge, huge shift** that we can almost forget about it, [but] not that long ago, this was not the case.

Mayra Peters-Quintero
Ford Foundation

[Storytelling] has done a huge amount to **change the fiction** that people had of “illegal aliens” in this country. **So much has changed** since I started working with immigrant youth in 2009— at that point, **people were very afraid of revealing they were undocumented, and a few years later you had the Undocumented and Unafraid movement.** Things are **very different** now.

Sue Chinn
UniteHere

Shifting Public Understanding: Putting a “Human Face” on Immigration Issues



Key informants commonly shared that UWDN helped the public see the “human side” of immigration issues. One key informant describes, “They put a **human face** on a **truly faceless population**.”

- **Dreamers’ “coming out” helped challenge public misperceptions.** Hearing from Dreamers first-hand helped **create visibility** and **challenge negative stereotypes**, such as the depiction of Dreamers as “illegal aliens.” As Wendy Cervantes notes, “A lot of Americans didn’t realize they knew a Dreamer.” Josh Bernstein explains, “That’s what the network did: give a

voice to dreams in so many different contexts.... I heard so many times, ‘Oh, they are so articulate!’ People were just ignorant and **didn’t know who Dreamers really were.**”

- **UWDN connects to the public through storytelling.** One of UWDN’s greatest strengths is connecting to the public through stories, **rather than through lenses of policy or criminalization.** Key informants note that UWDN’s emphasis on storytelling is **unique** and **what “moves” people**, and some expressed the hope that UWDN does not become too policy-focused

at the expense of telling stories. As Nelini Stamp explains below, UWDN’s storytelling also encourages other immigrant youth to share their stories.

I think [UWDN] has **motivated** and **inspired** immigrant youth across the country to **take a stance**. Because it is not about policies but about what’s right and wrong because **I know you and you know me through these stories**. And that’s something they do everywhere. I have never heard of someone anywhere who is affiliated with or is part of UWDN who did not want to tell their story.

Nelini Stamp
Freedom Side

Shifting Public Understanding: Putting a “Human Face” on Immigration Issues



Key Highlight:

This 2012 TIME magazine cover, which featured some members of UWDN, was an **important achievement** in raising the voices of undocumented Americans, sharing their stories first-hand and exposing the harsh realities of a broken immigration system.



Shifting Public Understanding: Establishing Moral Authority



Many key informants shared that Dreamers are **changing hearts and minds** by appealing to values and morals. Below are some examples of ways in which UWDN has established **moral authority**:

- **Occupying spaces of power with the voices of those who are directly affected by injustice.** The fact that UWDN advocates are directly impacted by public policies has “changed the tone of the conversation,” creating a “**sticky**” **values-based message** that resonates with the public. Rachel Tiven explains that UWDN’s messages “come from a place of authenticity” and “core pride and love” in a way that other organizations’ messages do not.
- **“Leveraging compassion” to build public support for youth’s families.** Jose Luis Marantes explains that, as the public felt compassion or understanding for immigrant youth, the youth were able to leverage that understanding, expose a **moral dilemma**, and **generate support for families** (i.e. if the public cares for youth, they wouldn’t want them to lose their parents). Gregory Cendana also shares that UWDN has been “**integral**” in not allowing the media to say “it’s only [about] the young innocent folk.”
- **Reclaiming language to promote equity.** UWDN was a part of broader efforts to **shift public discourse** from “illegal” to undocumented.” The slogan “Undocumented and Unafraid,” coined by Immigrant Youth Justice League and used by UWDN, also furthered the use of “undocumented.” The change from “in-state college tuition” to “tuition equity” was also an important language shift. Josh Bernstein explains that “in the early days, ‘tuition equity’ was not part of the common discourse.”

Shifting Public Understanding: Creating Vivid Visual Messages



UWDN has been very effective in creating a “**sticky**,” **highly visual message** that **resonates** with various types of audiences. Several key informants vividly recalled the images of Dreamers in their graduation robes and meeting their mothers at the border during Operation Butterfly.



In the civil rights movement, people would dress up.... You wore your Sunday best. **Our Sunday best was our graduation robes** – our caps and gowns were **our skin**, our ability to share our story and bridge our story to our families.

Who can forget the photograph of the women who went down to the border to see their mothers? ...I don't think people realized how violent deportations are because it's not done in public at all. They were able to **show and communicate that it's a very violent thing**.

Jose Luis Marantes, Florida Immigrant Coalition

Nelini Stamp, Freedom Side

The following slides explore how UWDN has **built political power**.

Building Political Power



UWDN has built considerable political power within the last five years. The following slides will explore the following ways that the Network has built this power:

Establishing a Political Voice

- Getting the DREAM Act on the Map in 2010
- Leveraging Public Understanding
- Employing a Dynamic Inside-Outside Strategy

Building an Inside Presence

- Earning a “Seat at the Table” among Decision-Makers
- Advancing Directly Impacted-Led Change
- Earning Credibility and Status as the “Go-To” Organization
- Dreamers’ Achieving “Untouchable Status” in DC

Sustaining Outside Pressure

Administrative Action in 2012 and 2014



Establishing a Political Voice:



Getting the DREAM Act on the Map in 2010

Key informants highlight UWDN's success in getting the DREAM Act on the legislative "map" in 2010 as an **important indicator** of UWDN's emerging political voice. (Ultimately, the bill was passed in the House by a vote of 216-198, but failed by a vote of 55-41 in the Senate.)

- **Dreamers created visibility for the DREAM act by using "guerilla tactics," such as marches, "coming out" events, hunger strikes, and vigils to get attention.** Dreamer activists led these actions in **DC** and at home in their **local districts**.

Roberto Suro credits Dreamers for being "able to **actually drive the agenda**" – the DREAM Act earned Congressional consideration and public attention, even though the US was in a recession and immigration had not been a highly visible political issue in the 2008 Presidential election.
- **A Senior Congressional Staffer (and key informant) describes being on the Senate floor in 2010 as a "watershed moment" which helped Dreamers realize their own power.** S/he says, "I remember being on the floor of the Senate and seeing hundreds of Dreamers with their graduation caps and gowns.... UWD and the Dreamers who were there learned from that experience that **we can't defer anymore to other organizations** that are telling us to take a backseat because they were more experienced or had more expertise."
- **The Education Not Deportation (END) Program helped speak to the need for systemic change and laid the groundwork for administrative relief, following the failure of the DREAM Act.** This program highlights stories of Dreamers and their families who are being deported (with the ultimate goal of stopping deportations). When the administration claimed they were not deporting Dreamers, UWDN was able to challenge this claim by highlighting cases of Dreamers in deportation proceedings.

Establishing a Political Voice: Leveraging Public Understanding



UWDN's ability to change the public's understanding of undocumented immigrants is a major source of its **political power**. Lorella Praeli, former UWDN Director of Advocacy and Policy, explains, "The Right called us illegal aliens and depicted a scary picture of who undocumented immigrants are, but when you started hearing stories of who they actually are, there was a **culture change**."

UWDN has been able to use its relationship with the media **strategically to create a shift in how immigration-related issues are presented**, as have other organizations such as National Day Labor Organizing Network. Cristina Jiménez, Managing Director of UWDN, describes the shift as going from "political debate" about immigration reform to "Oh my God, a thousand people deported every day," creating a **heightened sense** of urgency and empathy.



In particular, Dreamers' coming forward to tell their stories as had a **large impact in Congress**. A Senior Congressional Staffer explains, "When you can actually put a face and name and tell those stories, it is **very effective** in the way that abstract numbers and statistics are not."

Establishing a Political Voice: Employing a Dynamic Inside-Outside Strategy



Key informants agree that an **inside-outside strategy** is **key to UWDN's success**. In the context of UWDN's rapid growth, UWDN faces, as one key informant puts it, a "**hard line to dance**." Lorella Praeli explains that, in her first meetings on the Hill, she would say, "You are never going to be 100% happy with me, and the people on the outside are never going to be 100% happy with me. They are going to think I'm giving up too much on the inside, and you think I'm giving up too much space on the outside." She explains that she supports positive relationships by **building understanding, clarifying roles, and picking her battles**.

Notably, UWDN has been able to form **relationships with some moderate policymakers**, developing relationships with their offices, while still **staying connected to their grassroots**. Jose Luis Marantes notes that UWDN's concentration in DC has "benefits and setbacks," but he credits the organization for being able to weather these challenges well. Frank Sharry shares that UWDN has been very successful at managing "rapid growth in difficult circumstances," staying "connected to their grassroots in an organic and meaningful way."

To represent their constituency most effectively, you have to be a **part of the power structure** and be able to be **at the table** when decisions are being made. Frankly, you can only do so many sit ins until people start saying, 'We don't want to deal with them anymore.'

Senior Congressional Staffer

They're one of the few **groups** that do a lot of **direct action** regardless of [political] party, who **still have a seat at the table**.

Gregory Cendana
Asian Pacific American Labor Alliance

The following slides explore how UWDN has **built an inside presence**.



Building an Inside Presence: Advancing “Directly Impacted-Led” Change

UWDN’s work represents an **important shift** from advocate-led change to **directly-impacted led change**. As one key informant explains, the voices of those directly impacted give political campaigns “another whole level of *gravitas*.” Another key informant shares that **having Dreamers testify before committees to support tuition equity** was a “**pivotal moment**.”

Key informants celebrate UWDN’s leadership in directly impacted-led change in part because **few organizations have made this achievement at the national level**. Although there was some initial resistance among other national immigration organizations to include UWDN in meetings (e.g. other non-youth organizations said they could speak for the immigrant community), people and organizations now recognize the importance of UWDN’s voice and leadership role.

It is significant that the Network has been able to **not fall into the trap of what Beltway politics looks like**, which is just one or two individuals who actually have very little connection to the ground going in and speaking for a very large group of constituents. But **actually having the constituents** as part of the Beltway politics is an experiment, but I think it’s **part of why the Network holds its edge** in national politics.

Carlos Rojas-Álvarez
Student Immigrant Movement (MA)

We shifted from an advocate-led change to a directly impacted-led change... In the early 2000s and late 90s, undocumented students were this little group of victims, and good-hearted immigration attorneys and advocates were the ones trying to draft in-state tuition bills because that’s wrong and we were voiceless. When [undocumented students] found their own voice, **they were able to create and drive their own mechanisms.**

Key Informant

Building an Inside Presence: Earning a “Seat at the Table” among Decision-Makers



- **UWDN has moved from the “outer circle” to the “inner circle” in Washington DC.** The leadership of Cristina Jiménez (UWDN Managing Director) and Lorella Praeli (former UWDN Director of Advocacy and Policy) is credited with helping UWDN “**move from the outer circle where others speak for them to the inner circle where they speak for themselves.**” UWDN staff have had several meetings with high-profile decision-makers, including a February 2013 meeting with President Obama to discuss immigration reform and a January 2013 presentation with others at the Organization of American States (OAS).

- **UWDN has earned credibility and status as a “go-to” organization in the policy arena.** Until 2011-12, UWDN was mostly seen as “storytellers,” and now, they are consulted on matters of political strategy. Lorella shares that policymakers trust UWDN to be “**effective and honest brokers,**” channeling a “sense for what their constituency is going to ‘buy’ or not ‘buy,’” in terms of legislative ideas.

Examples of UWDN providing strategic guidance to policymakers:

- In 2013, UWDN played a leading role in negotiating to improve DREAM Act legislation by **removing the upper age limit** and **adding a five-year path to citizenship.**
- In 2014, UWDN, along with NILC, NDLO, and PICO National Network, created a **Deportation Defense Guide** for members of Congress and other elected officials to understand the role they can play in stopping deportations.
- At the time of data collection for this report, UWDN was collaborating with Senator Durbin’s office to **share feedback on legislative language** for the DREAM Act and other immigration-related bills.

We can ask UWD for the **realistic way** that this is going to be perceived in the community.... If there are two or three or five political paths, you can have a **reasonable political read** of where people are going to stand.

Douglas Rivlin
Office of Rep. Luis Gutiérrez (IL)

Building an Inside Presence: Dreamers' Achieving “Untouchable Status” in DC



In large part due to the improved public understanding of immigrant youth, Dreamers have achieved a “**mantle of protection**” in DC among Democrats and Republicans. One key informant describes, “You can’t do anything without the Dreamers.”

As mentioned in key informant anecdotes below, even policymakers who are not generally supportive of undocumented immigrants hesitate to “touch” the Dreamers.

[UWDN’s] sense of strategy and politics – they are a **force to be reckoned** with and the President knows it. This is a **huge deal**. Republicans know this too. There is a reason when states have sued over DAPA but not DACA – they do not want to take immigrant youth on.

Marielena Hincapié
National Immigration Law Center

Even **policymakers who might not be good on issues of immigration** are **scared** to go after the Dreamers. They have changed public perception about what it means to be an undocumented youth and have demonstrated their political power to policymakers.

Congressional Staffer

Sustaining Outside Pressure



Several factors have enabled UWDN to sustain outside political pressure to hold policymakers accountable:

- **UWDN is unafraid to challenge both Democrats and Republicans, which builds credibility and political power.** Key informants value UWDN's **political independence** and note that UWDN would “lose effectiveness” if it were identified with Democrats. Rachel Tiven describes UWDN's public challenging of Hillary Clinton as “enormously important” and a sign that they are unwilling to “give her a pass.” Sue Chinn credits UWDN for picketing Obama's fundraisers and taking risks to challenge the “powers that be.” She emphasizes, “It is that **singular focus** on holding people and elected officials accountable for doing the right thing that has gotten them so far.”
- **UWDN's sustained outside pressure serves to build a movement, rather than advocating for policies in piecemeal fashion.** The emergence of the immigrant youth movement creates a constituency to set political priorities **proactively**, rather than respond to the political climate. Wendy Cervantes shares that over time, the “political climate” became less relevant to UWDN – “they could **demand what they wanted** because of the movement.” She explains that “a campaign strategy is typically constantly changing depending on the political climate, but as long as you're constantly building a movement, you have a **constituency available** to push policy regardless of the climate.”
- **UWDN's affiliate structure allows the Network to sustain political pressure at the local level.** Henry Der explains that local affiliates create the “**echo chamber**” to carry out the messages from national campaigns. He explains, “It is not a DC-based organization that brings these campaigns to communities.”



Sustaining Outside Pressure: Examples



UWDN has integrated its strategies with policy goals to create outside political pressure.

- **UWDN works to stop deportation of Dreamers by sharing their stories.** Jose Luis Marantes shares that, using media strategies, UWDN was able to put **high pressure** on the Department of Homeland Security to **stop the deportation of Walter Lara** in 2009. Then, he shares, “We discovered that we can do this at scale.” Different groups would experiment with different approaches, take them to scale, and engage others to build their capacity.
- **UWDN uses social media tactics to put pressure on policymakers.** For example, UWDN may “**bird-dog**” elected officials into **clarifying their position** on an issue. In July 2015, United We Dream “awarded” Senator Dianne Feinstein with the “Donald Trump Apprentice Award for Immigrant Fear Mongering” to speak out against her consideration of a bill that would force police to cooperate with immigration enforcement.
- **The Trail of Dreams represented a very public and pivotal moment for immigrant rights in the US.** Four activists – Felipe Matos, Gaby Pacheco, Carlos Roa, and Juan Rodriguez – completed a 1,500 mile journey from Miami to Washington DC, which **generated public visibility** and **called on leaders** to act for justice. (Note: Felipe and Gaby later became UWDN’s Deputy Managing Director and former Director of Advocacy and Policy, respectively, though they did not have these positions at the time.)

Administrative Action in 2012 and 2014: Political Success Highlight



One of UWND's **major successes** is contributing to President Obama's administrative actions in 2012 and 2014.

- **In 2012**, the President created a new policy, **DACA** (Deferred Action for Childhood Arrivals), which **deferred action for certain undocumented youth who came to the US as children**. DACA contributes to immigrants' social and economic integration, allowing recipients to work legally with benefits, open a bank account, and seek credit. (See UWND's graphic to the right, which lists top benefits of being "DACA-mented.")
→ As of July 2015, **roughly 665,000** young people were protected by DACA.
- **In 2014**, the President announced additional executive action, **expanding the population eligible for DACA** and **extending the period of work authorization** from two to three years. He also created the **DAPA program** (Deferred Action for Parents of Americans and Lawful Permanent Residents), which allows **parents of US citizens and lawful permanent residents** to request **deferred action** and **work authorization**.

Currently, the implementation of DAPA and expanded DACA is **halted** due to a decision made by a federal district court in Texas. The federal government will appeal the decision.

TOP 10 BENEFITS OF BEING DACA-MENTED

- HELP OTHER DREAMERS APPLY!
- GET A DRIVER'S LICENSE!*
- GET A SOCIAL SECURITY NUMBER!
- APPLY FOR A CREDIT CARD!
- GET A JOB WITH BENEFITS (HELLO HEALTHCARE!)
- SWITCH UTILITY BILLS TO YOUR NAME & BE A RESOURCE TO YOUR FAMILY!
- HELP YOUR FAMILY OUT FINANCIALLY!
- VOLUNTEER & GIVE BACK. (YOU CAN NOW PASS A BACKGROUND CHECK)
- BECOME POLITICALLY ACTIVE!
- LEARN HOW DACA CAME ABOUT AND HELP US PROTECT IT!

LEARN MORE AT WWW.UNITEDWEDREAM.ORG
*IN SOME STATES

Administrative Action in 2012 and 2014: Political Success Highlight



UWDN, along with other partners, played a leading role in advocating for the administrative actions in 2012 and 2014. **Below are key ways in which helped inspire these victories:**

- **UWDN was creative and didn't take "no" for an answer.** Multiple key informants shared that the announcement of administrative action was an **unexpected** victory – initially, some advocates questioned UWDN's strategy and did not believe their "ask" was feasible.

One key informant shares that UWDN is "**bold and innovative** and they put demands on the table that reach far beyond the few ideas we tend to put [out]." UWDN, along with other organizations such as NDLO, exercised **creativity** and **persistence** in figuring out a solution to work around obstacles, such as Congress's inaction on immigration-related policies.

- **UWDN helped create the pressure the President and other policymakers needed to act.** Some key informants share that

the President wanted to do the "right thing," but he needed to be forced into action. UWDN members, along with others, led the charge to create **significant political pressure**, employing tactics such as heckling the President at the NCLR conference and calling him the Deporter-in-Chief. They also used communications tactics to pressure other elected officials. For example, they put a question mark over Senators' faces and started Twitter campaigns to ask whether they support UWDN's position.

- **UWDN provided evidence to challenge unfounded claims.** When the administration claimed they were not deporting Dreamers, UWDN was able to provide counter-evidence and say "Yes, you are." In partnership with PICO National Network, UWDN **shared approximately 50 cases of**

Dreamer deportation with the President, the Department of Homeland Security, and the public. One key informant says that this approach is largely "why we ended up getting DACA."

UWDN and others were also able to **counter the administration's initial claims that they did not have the authority** to grant administrative relief to young people. They worked alongside Yale Law School's Immigration Clinic and created a memo that outlined the President's authority to grant administrative relief to youth. They made the letter public, and the President met with youth in a church basement, since he could not meet with people who are undocumented at the White House.

Administrative Action in 2012 and 2014: Political Success Highlight



UWDN has played a very important role in DACA implementation. The Network leads the **Own the Dream campaign**, which was the country's only effort from 2012-2014 to coordinate DACA assistance run by and for undocumented people. UWDN works with national legal partners in order to provide DACA application assistance. **UWDN's key contributions in DACA implementation include:**

- **UWDN worked with US Citizen and Immigration Services (USCIS) to improve details of the policy.** For example, in 2012, UWDN pushed back on the USCIS requirement that applicants provide any social security numbers they had previously used in their DACA applications, which USCIS ultimately **removed** from the application. Later, UWDN's advocacy on DACA renewals led to the education requirement only being asked on the original DACA application, but not on DACA renewals.
- **UWDN leaders encouraged people to apply for DACA.** These leaders have **credibility** within their communities and were able to successfully encourage their members to apply.
- **Through Own the Dream, UWDN supported DACA clinics and created resources to inform countless immigrant youth about deferred action.** Examples of these resources include the pocket DACA app, a DACA text message network, Facebook outreach, and webinars. As discussed in the Journey at a Glance section of this case study, **over 26,000** people were informed and serviced in 2014.
- **Own the Dream gatherings promote immigrant youth's political consciousness.** They expand beyond traditional "clinics" and **actively invite youth to join efforts** to win relief for their families.
- **UWDN continues to advocate for changes to ensure that all Dreamers can benefit from deferred action.** Their advocacy agenda includes raising the "age floor" at the time of entry from 16 to 18, reducing or eliminating fees, extending DACA to five years, and enabling more "DACA-mented" youth to travel.



How Immigrant Youth's Perceptions of Themselves Have Changed Over Time:

Story of Self

These slides overview ways in which immigrant youth are increasingly developing:

- An ethic of pride
- A greater sense of possibility
- Ownership of their political power
- Increased political consciousness

Ethic of Pride



UWDN's work has helped immigrant youth develop an ethic of pride in many important ways.

First, the Network helped **decrease isolation** by providing physical and virtual space for youth to interact with people from all over the country who are experiencing similar challenges.

Second, UWDN's powerful practice of storytelling – “coming out” and sharing your story – has helped youth **connect with others** and develop a **positive sense of self**. One key informant explains, “Storytelling is really how they helped bring people together.”

Finally, UWDN's community has provided a **space for healing**, where youth can share stories of trauma and deepen their sense of family. One key informant shares that the Undocumented and Unafraid campaign was “pretty **amazing** and **empowering** for immigrant youth to feel like they have a voice and can make change.”



In Their Own Words: Ethic of Pride



So much has changed since I started working with immigrant youth in 2009. At that point, people were very afraid of revealing they were undocumented, and a few years later, you had the Undocumented and Unafraid movement. Things are **very different** now.

Sue Chinn
Unite Here

The biggest thing we did was **shift blame** from self-blame for our pain and our discomfort and shifting that blame to a **broken immigration system** and a **broken political process**....That is a **bold shift** that our work has helped move in this country.

Jose Luis Marantes
Florida Immigrant Coalition

The Dreamers are successful because they captured an ethic of pride and **when you're proud of yourself and who you are, other people will respond in kind.**

Rachel Tiven
Immigrant Justice Corps

Greater Sense of Possibility



Young undocumented immigrants today have an increasingly greater sense of possibility. In particular, the passage of Deferred Action for Childhood Arrivals (DACA) in 2012 has allowed many youth to have **broader views of themselves** and **“how they fit in the community** and across the country.”

A key informant who works with youth shared that s/he now has **“possibilities** for ways to fight deportation [with students], instead of looking at limits and fear.”

As eligible youth have become “DACA-mented,” their **possibilities to advance their careers** and **education** have **increased**. A June 2015 study by the National Immigration

Law Center (NILC), the Center for American Progress, and Tom K. Wong of the University of California, San Diego found that a large majority of DACA recipients are **improving their lives** by getting a job with better pay (69%), getting a driver’s license or state ID (89%), and pursuing educational opportunities they previously could not (92% of those in school).



Ownership of political power



As immigrant youth form deep community bonds and develop an ethic of pride, they begin to **own their political power**. They are strengthened in knowing that they are not alone and understand the deep power of their stories and their voice to demand justice for themselves and their families.

In particular, immigrant youth have demonstrated their political power through **increased political action**, such as sharing their stories publicly, visiting policymakers' offices, providing public comment, and staging direct actions. These political actions reflect youth's knowledge that they can exert and own their political power, **regardless of their ability to vote**.

In their own words: How UWDN has helped immigrant youth “own” their political power

It's also about thinking about, 'What are the resources we need to **change the concept of power?**' Not only in terms of money, but our **story**, our **moral voice**, our **power to expose discrimination and abuse**, and our **relationship with the media**.

Cristina Jiménez,
United We Dream Network

They did a really good job of really having folks not only understand what their goal was [in terms of policy change], **but their power and ability to take action themselves**, and also **motivate their undocumented peers**.

Gregory Cendana
Asian Pacific American Labor Alliance

Increased Political Consciousness



Members of UWDN have increasingly established a broader frame of political consciousness and interconnectedness. They are **challenging the narrative of the “model Dreamer”** – as one key informant describes, “the 4.0 GPA student who is undocumented and wants to go to Berkeley” – and seek to understand and dismantle privilege within the immigrant youth movement.

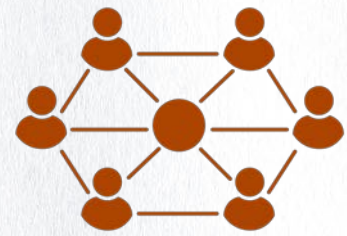
Additionally, UWDN actively seeks to **connect their work with other social justice movements**, including efforts to advance LGBT rights and rights for communities of color, such as educational opportunity and the cradle-to-prison pipeline.

Currently, UWDN is building a **political education program**, sending leaders to other organizations to learn from them, sharing their own learning with others, and developing an internal curriculum around intersectionality. In particular, they hope to have more conversations with Asian-Pacific Islander (API) and black youth organizations.

The movement started off with a focus on helping Dreamer youth go to college, and it evolved into a greater consciousness around the broken immigration system.

Jose Luis Marantes
Florida Immigrant Coalition

The following slides explore how UWDN has helped **catalyze the immigrant youth movement.**



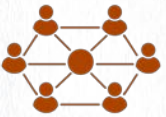
How UWDN Has Helped Catalyze the Immigrant Youth Movement:

Story of Us

This section explores the following ways in which UWDN has helped catalyze the immigrant youth movement:

- Shared vision and purpose
- Intentional leadership development
- Strong organizational-affiliate structure

Shared Vision and Purpose



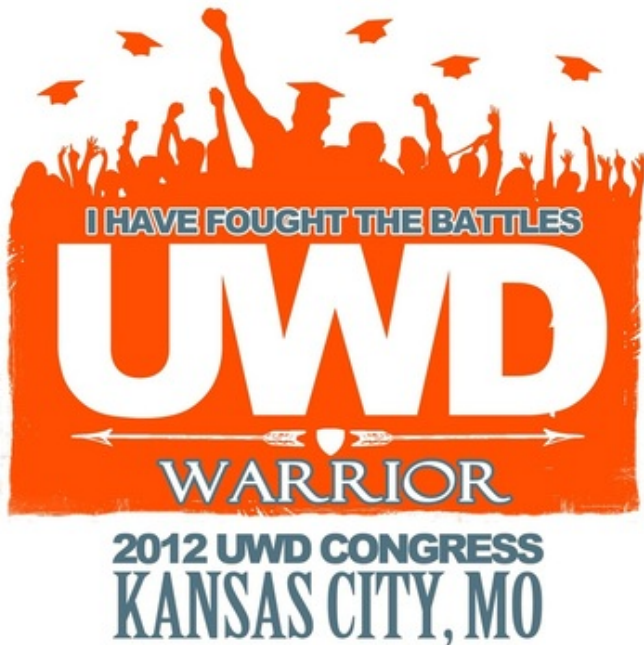
From UWDN's inception, members have united around a **shared purpose** to promote equal access to educational opportunities for immigrant youth. While that purpose has since expanded to include other issues, such as ending deportations and seeking justice for family members, their vision to advocate for the fair treatment of immigrant youth has remained strong. A few key factors have contributed to UWDN's strong sense of unity:

- **UWDN leaders are grounded in the community.** The founders of UWDN were undocumented and members of local groups. As Sofia Campos shares, "That was the huge strength in bringing folks in. These weren't allies, and they were not strangers. They were **part of our community**, and they... could **build bridges** across our various organizations."
- **UWDN leaders are humble and committed to working through challenges.** Key informants report that UWDN leadership is **humble** and **actively listens** to what members have to say. At one congress, there was a "break in the process" in which people felt unheard, and the leadership apologized, admitted that they made a mistake, and started the process over, giving everyone a chance to be heard.
- **UWDN brings people together across geography.** UWDN is particularly **inspiring** for members in states that lack resources or a "critical mass" of immigrants. Knowing that there is supportive national network is "hugely empowering" and a "gift" for building the movement.



Shared Vision and Purpose: Congresses

UWDN congresses are particularly important for building shared identity and purpose. One key informant shares that there was “**power**” in “really feeling like we were in the **penmanship of writing and forming a movement.**”



There is a kind of **ritualistic way** of creating an **energy** and **shared identity** and **purpose** in a congress. At that congress, the theme was Dream Warriors. ‘We are Dream Warriors fighting for ourselves and our families’ – that dictated the motifs, and the chants that we had.

One night we had a massive healing circle. Everyone was facing a centerpiece. We had a few people in the middle leading the healing circle, and a lot of us were in tears. We got to hear from parents about their struggle and from Dreamers about what they were still struggling for. It was really **powerful** to really get to **feel what the struggle was all about.**

Carlos Rojas-Álvarez
Student Immigrant Movement (MA)

Shared Vision and Purpose: Intentional LGBTQ inclusion



UWDN actively works to create a space for LGBTQ (lesbian, gay, bisexual, transgender, and queer) immigrants who do not necessarily have support at home. At a 2010 congress, a caucus of LGBTQ Dreamers had the idea for a “coming out” workshop – at the following congress in 2011, many LGBTQ Dreamers actively came out, and UWDN officially affirmed its commitment to LGBTQ rights.

UWDN leadership has understands its responsibility to **intentionally**, rather than “organically,” **acknowledge LGBTQ identities** and have **dialogues about what it means to “come out both ways.”** QUIP (the Queer Undocumented Immigrant Project) is a UWDN project that seeks to organize and empower LGBTQ undocumented people.





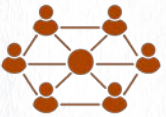
Leadership Development

Leadership development is a **central component** of UWDN's organizational model. UWDN has helped to cultivate new leaders in the following ways:

- **UWDN's leadership pipeline has provided regional leaders with exposure to national-level organizing and politics.** Many members of the regionally-elected National Coordinating Committee, which sets the network's campaign and organizing priorities, have emerged as **prominent leaders in the immigrant youth movement**. One NCC participant shares that his experience on the NCC was "really significant" for his own leadership development. NCC members received training for developing strategy, coordinating regions, communication, and implementing actions.
- **UWDN's training ignites immigrant youth's ability to share their story with others.** UWDN uses Marshall Ganz's "public story" (story of self, story of us, story of now) as a foundational model in training immigrant youth. Sue Chinn shares that this model was **replicated in 11 other states** in 2010. At their first training in Florida, youth leaders came up with the **Trail of Dreams**, a 1,500 mile walk from Miami to Washington DC to support the passage of the DREAM Act.
- **UWDN leaders collaborate other social justice movements.** This collaboration with other movements, such as those promoting LGBTQ equality and Black Lives Matter, can help all involved gain power by linking the causes of marginalized groups. Many of UWDN's techniques have are used by other movements: its disruptive techniques are similar to those used by the climate change movement, and UWDN's "coming out" tactics are part of a legacy created by LGBTQ advocates.

I've had the privilege of getting to know several of the original UWDN founders. Watching them grow over the years in their **professionalism and leadership** has been inspiring.

Leadership Development



In particular, UWDN thrives by **giving leaders the opportunity to take on challenges**. This effort to challenge new leaders and support their development has paid off in many instances, such as:

- **Advocating for Administrative Action in 2014:** A team called the “**Honey Badger team**” brought leaders together from across the country to **advocate for administrative relief**. This team exemplifies UWDN’s efforts to identify promising leadership on the ground and meaningfully include them in decision-making.
- **DREAM Educational Empowerment Team (DEEP):** Through DEEP, immigrant youth have a **leadership space that didn’t exist before**, which supports them in “creating immigration groundswell” and leading local efforts to improve educational equity.
- **Operation Butterfly:** When local leaders had the opportunity to own and lead an effort, they created Operation Butterfly, which **reunited deported mothers with their children at the US-Mexico border**. Images from this reunion made it to the cover of the New York Times and contributed to UWDN’s success in pushing for administrative relief.

Before DEEP and before UWDN, there wasn’t a **space for youth leadership** and that’s a difference we need to **protect and uphold** and provide spaces for. When you don’t have **those directly impacted** helping inform or **make the decisions**, I think that you can set yourself up for failure, no matter how good your intentions are.

Erin Howard

Former UWDN Board Member





Leadership Development

A notable example of UWDN's leadership development is the success of Lorella Praeli (pictured below), who will be joining Hilary Clinton's 2016 campaign. Lorella became involved with UWDN in 2010, attending a congress in Kentucky and later running for the National Coordinating Committee.

Lorella explains that a key element of her success is **cultivating relationships**. According to Lorella, "I became very intentional in learning how to connect with people on the outside who could help me. I identify mentors and then spend a lot of time checking in with them. That really allowed me to build the confidence that is a prerequisite to being able to do this work well."

LEADERSHIP DEVELOPMENT HIGHLIGHT

In May 2015, former UWDN Policy and Advocacy Director **Lorella Praeli** announced that she is leaving UWDN to become **Latino Outreach Director for Hilary Clinton's 2016 presidential campaign**, a clear testament to Lorella's leadership and the strength of the immigrant youth movement.



Leadership Development: Dream Summer



In 2012 and 2013, UWDN **partnered** with UCLA Labor Center to **leverage UWDN's national network** to find hosts for Dream Summer interns. (At the time, UWDN Board Member Carlos Amador was leading the Dream Summer program, a project of UCLA Labor Center.)

As a **national internship and professional development program** for immigrant student activists, Dream Summer is a **key example** of thriving leadership development. As of 2015, the program had provided **418 internship opportunities** to youth and allies throughout the US.

Participants have engaged in **social justice work and movement building** by addressing **intersections** of immigrant rights issues with queer and transgender communities, the Asian/Pacific Islander community, mass incarceration and deportations perpetuated by the criminalization of people of color, and health care access for all.

A 2013 evaluation found that **the key to Dream Summer's success was its rooting in social-justice movement building**, with retreats focused around collective purpose, identity, and well-being. The program's impacts include building diverse leadership, a connected workforce, and a broader social justice movement.



Strong Organizational-Affiliate Structure: Building Affiliates' Capacity



UWDN has provided a variety of capacity-building supports to its affiliates, including:

- **On-the-Ground Support:** After the passage of DACA, national UWDN staff supported affiliates in setting up DACA clinics in Florida. They helped ensure that these clinics not only provided services to immigrants, but **“agitate people to fight” for other rights**, such as driver’s licenses and tuition equity. UWDN also sent staff to Alabama to aid the fight for in-state tuition, which was one of the first instances where national staff went to the state.
- **Connections:** UWDN has helped affiliates **build relationships**, making connections with their **local and national partners**. For example, UWDN has helped build relationships with the National Education Association (NEA) and the American Federation of Teachers (AFT), which have been pivotal to creating local Dreamer Safe Zones and engaging educators in the National Educators Coming Out Day in support of undocumented youth.

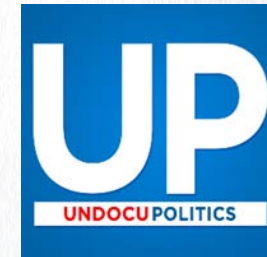


Strong Organizational-Affiliate Structure: Building Affiliates' Capacity



Additional ways UWDN has supported its affiliates' capacity include:

- **Training, Frameworks, and Tools:** UWDN promotes the use of common organizing and communication-related frameworks, training, and tools. In particular, the movement building training model was very helpful inspiring thousands of youth and helping them bind together to make a bigger impact. Congresses also serve a training purpose by helping affiliates share strategies and purpose instead of working in isolation.
- **Strategic Guidance:** UWDN's deep policy and field-related expertise is a resource that affiliates can draw upon to better understand the direction they need to take. Erin Howard mentions that UWDN's policy reviews and UndocuPolitics, a Twitter hashtag with real-time updates and critiques of policies that affect undocumented communities, have been particularly valuable.
- **Financial Support:** For example, the Network financially supported a Massachusetts affiliate's ability to hire people for special projects.



Strong Organizational-Affiliate Structure:

Maintaining Local Autonomy

Key informants recognize that UWDN's power is largely derived from its affiliate organizations that make up the Network on the ground. As Carlos Rojas-Álvarez explains, this affiliate network creates an “**infrastructure through which national power can be executed.**”

UWDN's affiliates highly value their **independence** and **autonomy**. They enjoy having the space and freedom to decide which issues to focus on, how to run their own campaigns, and how to manage the risks that their tactics involve. For example, an affiliate may want to focus on state-level tuition equity instead of devoting resources to immigration reform. UWDN is able to be flexible in supporting affiliates' priorities and harnessing local power, while sustaining its national efforts.

In the photos to the right, Arizona QUIP members come out as LGBTQ outside of Representative Krysten Sinema's office.



Strong Organizational-Affiliate Structure: Social Media Savvy



UWDN members' **savviness with social media** helped the organization build its base. Key informants share that each social media campaign has increased Dreamers' awareness and political engagement.

UWDN did not initially have social media expertise after their split with Dream Activist, who many felt "owned" the social media strategy at the time, but the organization developed social media savvy over time. Jose Luis Marantes explains that after the split, a young organizer, Ahlam Said offered to build out UWDN's website, which helped a

seemingly "out of reach" web strategy to become part of the organization's toolkit.

Social media has helped **immigrant youth expand their reach**. Dreamers across the country have been on the forefront in using social media to build "**collective engagement**" around issues such as DACA renewal, deportation defense, and opposing anti-immigrant policymakers. One of the first deportation defense campaigns was the "We Are Marie" campaign. When Marie Rodriguez was facing deportation, Dreamers started the campaign, which led to

strong public support for Marie and the Department of Homeland Security's 2005 decision to defer her deportation.

The picture below is part of a social media campaign to oppose Marco Rubio's presidential candidacy.



The following slides explore reflections on the path forward.

Reflections on UWDN's Path Forward

Section Components



Considerations for Defining UWDN's Constituency



Considerations for Defining UWDN's Organizing Model



Considerations for UWDN's Internal and External Communications Practices

Reflections on the Path Forward: Overview

This section summarizes the **most important considerations** for UWDN as it engages in strategic planning to define its vision and path forward. The insights presented in this section are based on key informants' assessment of UWDN's potential "missteps" along its journey to today, as well as where key informants identified opportunities for future learning and reflection. By the nature of a potential misstep, there is an associated opportunity with each; we frame these issues as **considerations** for UWDN. Since these forward-looking, strategic issues were identified through an evaluation process, we present them as findings, summarized as **themes** across a number of stakeholders.

Key informants agree that **differing perspectives** and **diverse tactics** are essential to building and sustaining a dynamic and powerful movement, and for this reason, some of the insights presented may be **contradictory**. Ultimately, the answers to these strategic questions lie within UWDN, and the role of leadership at this time is to ensure that time and effort needed to thoroughly and thoughtfully work through these questions are carved out and dedicated to **reflection** and **decision-making**.

They need to go back to basics and think: '**Why do we exist? For whom do we exist? What is our niche in the ecosystem? We could do it all, but what could we be best at? What should we be doing?**'

Archana Sahgal

Former Program Officer at Open Society Foundations



Defining UWDN's Constituency:

Expanding the Core Base and Taking on Issues Beyond Immigrant Youth Rights



Why These Considerations Matter

UWDN has grown from the efforts of a small and committed core of undocumented youth activists bound together by a **shared struggle** and **common goal**: gaining access to higher education and establishing a pathway to citizenship.

As UWDN has grown in size and power, the **needs and interests of its Dreamer cohort have expanded and evolved**, and **the Network's capacity** to reach out and connect across immigrant—and broader social justice—communities **has increased**.

This **growth** in numbers, power, and capacity creates the **opportunity for UWDN to consider expanding its scope and focus** beyond its original core base, but the question remains: ***Should UWDN pursue these opportunities or maintain focus on its core roots?***

What to Expect in this Section

- Who is UWDN's Constituency?
- Maintaining a Focused Base and Mission
 - Advantages
 - Implications: Potential Next Steps and Consequences
- Expanding UWDN's Base and Mission
 - Advantages
 - Implications: Potential Next Steps and Consequences

UWDN's Constituency:

Expanding the Core Base and

Taking on Issues Beyond Immigrant Youth Rights



Who is, and who could be, UWDN's core constituency?

About UWDN's Primary Constituency Today

- The majority of the original cohort of Dreamers – and the majority of UWDN's leadership and membership today – are **Spanish-speaking Latinos**, with **Mexico** being the most represented country of origin.
- As a result of its current demographic profile, UWDN is **best-positioned to navigate the culture landscape** within Spanish-speaking Latino communities.
- The **original Dreamer leadership** has **transformed**. Many are now older, docu- and DACA-mented, have ties across the spectrum of social justice issues, and are increasingly interested in organizing around the intersection of immigrant rights and other social justice issues.

Potential Constituencies for UWDN to Increasingly Mobilize Moving Forward

- **Undocumented immigrants not covered by DACA**, including parents of DACA recipients, adults without children (e.g. day laborers), etc.
- **Non-Latino undocumented immigrant communities**, including immigrants from Asian/Pacific Island (API) countries, African countries, etc.
- **All immigrants, regardless of their documentation status**, including “non-model immigrants” (i.e. those who may not be college-bound, may have minor criminal records, etc.).
- **All disenfranchised communities**, regardless of their immigration or documentation status.

Maintaining a Focused Base and Mission: Advantages



The advantages below are particularly relevant to UWDN:

- + Maintain relatively **greater autonomy and ability to set its own goals and strategy** (drawing on input from its current core membership, without the need to build and then solicit input from a new, expanded constituency).
- + Maintain and build on **the success, strength, and visibility of the Dreamer “brand.”**
- + Work with a cohort that is **most vested in the success** of the current focus of the organization.
- + Continue to **leverage the goodwill and influence** that the public and policymakers have developed towards Dreamers.
- + Work in a space where it **already has cultural knowledge and capital** (e.g. maintains a common language and culture).

[UWDN should] **take the pulse of the community** to see what issues are resonant in the community. It should be a natural part of the organizing that they are doing. It **should be a ground up, informed dialogue** between UWDN staff and those at the local level.

Josh Bernstein

Service Employees International Union

Key informants also raised **general advantages** that social justice organizations derive from having a focused “target population” and mission, such as:

- A greater likelihood of impact as a result of having **clear guideposts to decide when, why, and how to pursue** (and oftentimes, more importantly, **not pursue**) opportunities as they arise.

Maintaining a Focused Base and Mission: Implications



Potential consequences of maintaining a focused base include:

- Create **tension among the “included” and “excluded:”** Children and their parents; college-bound students and non-college-bound young people; and Latino and non-Latino immigrants.
- **Isolate constituents** who see their struggle as **inseparable** from other social justice struggles.
- Perpetuate a **merit-based, “model Dreamer” narrative** that draws attention and support away from the vast majority of undocumented immigrants who are not young and college-bound. Carlos Rojas-Álvarez explains, “We recognize that riding on the model minority [narrative] is not really going to fundamentally address the inequities that our communities face,” such as poverty, lack of access to health and mental health care, and limited support for English Language Learners.
 - Some key informants believe this “model minority” narrative has **decreased momentum** towards more **comprehensive** immigration reform.
- **Reinforce perceptions that all undocumented immigrants are Latino**, which can lead to **policies and practices that disadvantage undocumented non-Latino immigrants**. For example, some Asian/Pacific Islander (API) undocumented immigrants have experienced difficulty in applying for AB 540 in California, receiving driver’s licenses (due to the types of ID accepted), or enrolling in public school because they are “not seen as undocumented in the same way [as Latino youth].” If UWDN maintains a focused base, they will not have as many opportunities to broaden public and policymaker understanding of the diversity of the undocumented population.
- **Isolate youth who are afraid**. Some key informants emphasize that the “fighter, unafraid” narrative does not work for everyone: due to a “tremendous amount of anxiety, uncertainty, and fatigue,” some youth may need to focus on healing before they can move to “fighting.”

Maintaining a Focused Base and Mission: Implications



Recommended action steps if UWDN decides to maintain a focused base include:

- ➔ **Communicate the reasoning** behind this decision to the broader undocumented community. (In fact, transparent and clear communication with the field will be critical for UWDN regarding most of its strategic decisions, regardless of whether they are decisions to broaden or narrow focus.)
- ➔ **Develop an approach and process** with organizations across the undocumented community to **maintain goodwill** and **work towards common large-scale goals** together as **allies** rather than direct partners.
 - By working together with allies, UWDN can help **challenge public misperceptions** that all undocumented immigrants are Latino and work to ensure that proposed policies **keep the needs of non-Latino immigrant communities in mind**.
- ➔ **Share best practices** between UWDN and other social justice organizations, in order accelerate each organization's learning and development.



Expanding UWDN's Base and Mission: Advantages



Potential advantages of expanding UWDN's base and mission include:

- + Build on success to date by **expanding UWDN's reach and impact.**
- + **Leverage the ties** that UWDN's constituents have in **other movements.**
- + **Further its learning and growth** through **new partnerships** within and outside the immigrant rights movement.
- + **Tackle more foundational, root causes of inequity** (e.g. capitalism, institutionalized racism, and other structural forms of oppression).
- + Access **new funding opportunities.**
- + Challenging the “**ideal Dreamer narrative**” and the incorrect **perception** that all undocumented youth are **Latino.**
- + **Help develop the critical mass** needed to **spark progressive change** in the US.

For this reason, one key informant sees expanding UWDN's base as critical:

Frankly, I don't think they are very strong in this area, but **unless we get more Latinos, African Americans, and more [Asian Pacific Islanders] involved** in the electoral process, **we are not going to be able to get to see change over time.** We are not going to be able to achieve the permanent solutions that we all seek in the legislation.

Key Informant

Expanding UWDN's Base and Mission: Implications



Potential next steps if UWDN decides to expand its base and mission include:

- ➔ Move away from the Dreamer brand and develop a **broader and more inclusive name, brand, and narrative**. Key informants share:

"The frame of 'Dreamers' is passé. They should **replace** 'Dream' with 'Undocumented.' There are other young aspiring young people who are deserving.... [Dream] is a great word, and it was a great identity for that cohort, but it now **separates immigrants** into 'good immigrants' and 'bad immigrants.'" – Key Informant

"[Many policymakers and advocates] use the term 'Dreamer' to refer to immigrant youth. This term is now widely seen as controversial as it **patronizes** such individuals, creating an identity of the 'kids' or the 'students', which often times **infantilizes** and **simplifies** the identity of the person."
– Carlos Amador
- ➔ Develop the **infrastructure and cultural competency** to effectively reach out to a wider demographic and respond to a wider range of needs and interests.
- ➔ Partner with organizations in other social justice movements to build **common frameworks, curricula, etc.**
 - One key informant's vision is creating "**Dream Schools**" in partnership with other movements fighting for **educational justice and free public education**. These "undocumented-friendly" schools would provide the wraparound supports that young people need to graduate high school, apply to college, and stay in college (especially during the first year).
- ➔ **Diversify UWDN's leadership** so that it represents its expanded base.
 - Suggestions to further **engage Asian/Pacific Islander communities** include: be more proactive about partnering with API organizations, translate written materials (e.g. website) into Asian languages, and be mindful of excluding Asian youth at convenings because they may not understand Spanish.

Expanding UWDN's Base and Mission: Implications



Potential consequences if UWDN decides to expand its base and mission:

As demonstrated in the quotes below, some informants think that expanding UWDN's mission could **diffuse** its focus and **diminish** the impact of limited resources. In varying ways, they suggest that UWDN stick to its original constituency and values-based messaging.

[Instead of having affiliates] be the bedrock of UWDN, [maybe we could] **focus on incubating individual membership organizations**....Maybe UWDN doesn't need to be the organization for rural young people, but we incubate them to organize. **When trying to be the organization for everyone, you become the organization for no one.**

Key Informant

They have to focus on immigration reform and work with Republicans. **You can coalition build till the cows come home.** What's that going to get you? You have a Congress that doesn't want to pass immigration legislation.... until that changes, you're not going to do anything. You can do an endless amount of coalition building, **but to what end if it's not moving legislation?**

Key Informant

When the Dreamers were really hot, they were able to say, 'We represent a **peculiar, very specific segment** of society that's being marginalized and has a grievance that needs to be resolved.' The specificity is part of what drove the protest.... Maybe it works best if you can **create a small identifiable group** with a distinct identity and a very clear specific grievance, and try and build social action around that. The trouble is that you **don't fix root causes** that way.

Key Informant

The following slides explore **considerations for defining UWDN's organizing model.**



Defining UWWDN's Organizing Model

Considerations on the following slides include:

Balancing a Nonprofit Structure and Member-Driven Base

The Role of Service Provision in Movement Building

Building Power through Local and National Campaigns

Balancing a Nonprofit Structure and Member-Driven Base



Why These Considerations Matter

UWDN has evolved from an **alternative space** where undocumented youth could come together, bond, and work on common struggles to a **fully formed nonprofit organization** that builds consensus and advocates on behalf of its base from its New York City and Washington DC national offices. As it continues to grow, UWDN should consider: ***How do we balance our nonprofit structure while maintaining our member-driven roots?***

What to Expect in this Section

- Benefits of balancing a nonprofit structure and member-driven base
- Recommendations for balancing a nonprofit structure and member-driven base

The challenge for UWDN is: **How do they maintain their edginess but, at the same time, continue to build an organization that has rules and standards?**

Henry Der
Four Freedoms Fund

Balancing a Nonprofit Structure and Member-Driven Base



Which benefits can UWDN draw upon from each?

A traditional nonprofit structure allows UWDN to:

- + Ground and hold all of its efforts **accountable to a common mission and vision.**
- + Consolidate and leverage its resources to help **build organizational capacity** and **support coordinated efforts** among its affiliates and partners.

“...UWDN is a different kind of organization. They are a base organization that **projects power at the national level.**”

Frank Sharry
America's Voice

A member-driven base allows UWDN to:

- + Draw on the **energy, strength, and creativity** from a **diverse base of affiliates/members.**
- + **Maintain credibility** and **project local power.**
- + Develop an organizing and policy agenda that is **responsive** to the on-the-ground needs of its members.

“In the beginning, the network was seen as an **alternative space** from the mainstream immigrant organizations and coalitions and a space that was **truly owned by immigrant and undocumented youth** who were plugging into this space.”

Carlos Amador
California Immigrant Policy Center

Balancing Nonprofit Structure & Member-Driven Base: Recommendations



Within the following slides, we explore ways that UWDN can 1) build an **organization in service of the movement** (not as an end in itself) and 2) maintain its inside presence in Washington DC while **differentiating itself from “top-down” mainstream organizations** to keep affiliates engaged, projecting their perspective and power.

Balancing the tensions between centralized and affiliate structural needs is challenging, and key informants acknowledge there are **not many, if any, examples** of how to do this well (though multiple informants flag UWDN as a very successful organization in this regard). Many UWDN members have a **deep distrust** of established power structures, traditional hierarchies, and mainstream organizations.

We explore key informants' suggestions to balance UWDN's nonprofit structure and member-driven base within the following set of recommendations:

- **Slow down and make time for learning and intentional strategy.**
- **Ensure risk-taking is encouraged and supported as an integral part of UWDN's approach.**
- **Leverage the benefits of UWDN's seemingly contradictory identities.**
- **Consider distributing more of UWDN's resources and decision-making roles to local leaders, building a stronger regional infrastructure.**
- **Work to promote UWDN's financial sustainability.**
- **Remain aware of the consequences of power and access.**
- **Maintain clear and ongoing communication with affiliates to ensure accountability and promote transparency.**

Balancing Nonprofit Structure & Member-Driven Base: Recommendations



➔ Slow down and make time for learning and intentional strategy.

Multiple key informants report that UWDN can benefit from **slowing down** and making time to **define its vision and approach**. The importance of strategy well-documented by Masters and Osborn, who say a movement must have a “common vision and strategy that can knit together different issues, campaigns, goals, and leaders.” Furthermore, “all of these elements must be coordinated through some type of movement infrastructure.” Below are some reflections from key informants:

- One key informant says that because of UWDN’s explosive growth, leaders **did not have time** to build the organization in a conscious way. In some ways, UWDN **inherited organizational practices from the non-profit industrial complex**, which can feed the problems it is trying to solve. S/he adds, “Sometimes we can look like other organizations [in the non-profit industrial complex], even though we know we are not like them.”

“We haven’t been able to make the time to really reflect outside the box; it is hard to create something outside of the box that we live in, so we are trying to do a better job of **building an our organization in a more intentional way** that can have a much bigger and better impact.”

Sofia Campos, UWDN Board Chair

- Another key informant shares that “the movement is going too fast, and there is not a culture of slowing down and learning.” S/he suggests that UWDN needs time to reflect about how to **generate momentum**, specifically discussing how to **integrate the structured tradition and the mass organizing tradition**. According to him/her, “moments of the movement,” such as the March and Washington or the Ferguson protests, which captured the imagination of the country and created a moral crisis, were only able to achieve their impacts by integrating these two traditions, and this informant believes UWDN needs to **strengthen its organizing tradition**.

Balancing Nonprofit Structure & Member-Driven Base: Recommendations



- **Ensure risk-taking is encouraged and supported as an integral part of UWDN's approach.**

UWDN's perceived **reluctance** towards risk-taking was a major factor that led to the 2010 split when multiple groups left UWDN. Tania Unzueta shares that in 2010, UWDN leaders told activists enacting civil disobedience that they did not understand the risks and were being manipulated, which felt overprotective. Tania explains that this dynamic contributed to her decision to leave UWDN: "I couldn't stay in an organization that was telling me risks I could or couldn't take when I was being responsible about the work I was doing."

Although informants' comments mainly pertain to 2010-11, they offer the following insights for how UWDN can continue to encourage and support risk-taking:

- **1) Increase balance and coordination between the inside and outside.** Overall, key informants agree that movements need people on the "inside" (e.g. activists in touch with policymakers) and on the "outside" (e.g. activists doing civil disobedience). Tania suggests **more coordination with outside groups**: "They've played the inside role very well, but they haven't kept as much touch with the outside."

UWDN may consider **increasing** the extent to which the **national policy agenda is informed by activists on the ground**. Tania shares that in some cases, there has been a political disconnect between UWDN's national advocacy and local efforts against harsh enforcement. In future planning, UWDN may want to examine its decision-making models and ensure that their national agenda is informed by local groups. Tania explains: "There is **danger** in letting the policy perspective guide the work [on the ground], as opposed to the work [on the ground] guiding the policy perspective."

Friction developed between UWDN and their affiliates. This often happens with national membership-based organizations. NY/DC based organizations frequently become risk averse. They should be careful in thinking through their staffing plan, relationships/goals, and budget allocations in relation to their affiliates. I hope they are very diligent in **formalizing their relationships, goals, and strategies** with their affiliates. I've seen many advocacy organizations that start off as cutting edge but turn into every other top-heavy DC-based policy advocacy nonprofit.

Archana Sahgal
Former Program Officer at
Open Society Foundations

Balancing Nonprofit Structure & Member-Driven Base: Recommendations



- ➔ Ensure risk-taking is encouraged and supported as an integral part of UWDN's approach (cont'd):
 - **2) Acknowledge the importance of taking real risks.** Tania Unzueta explains, "Taking real risks shows the risk that people are taking in everyday life in the way that going to a protest doesn't." She notes that UWDN did not engage in civil disobedience that posed a legal risk to participants until after Deferred Action, which meant that the participants were at limited risk unless they had a criminal record. She suggests that UWDN be more **open** to including civil disobedience as a strategy, and in cases where UWDN chooses not to take the risk, it is important to **acknowledge** the contributions of those who "have taken bigger risks" that UWDN did not feel ready to take.
 - **3) Recognize privilege within immigrant communities, and create space for those with the least privilege to take risks and speak for themselves.** Undocumented youth with DACA are now in a position of **privilege**, compared to immigrants who do not qualify. Tania explains, "Coming out of the shadows as DACA students doesn't make as much sense." She explains that the "**main characters** of the story" are still the "well-spoken DACA recipients," and now, instead of speaking for their parents, "**our parents should be speaking for themselves.**"
 - **4) Encourage activists to choose the level of risk they want to take.** UWDN should continue to encourage activists to **choose** the tactics which feel right to them, instead of offering warnings that can feel paternalistic.

Balancing Nonprofit Structure & Member-Driven Base: Recommendations



➔ Leverage the benefits of UWDN's seemingly contradictory identities.

Many key informants celebrate UWDN's "inside-outside" approach as a key contributor towards its success to date. This type of multipronged approach is supported by Masters and Osborn: movements must have "deep and broad capacity to employ multiple mechanisms of influence to disrupt, persuade, and negotiate." While employing this "inside-outside" approach, UWDN may want to:

- **Consider articulating and engaging in an explicit "good cop, bad cop" strategy.** As one key informant shares, "UWDN can go into negotiating spaces and hold court with elected officials and say that we can work with you, but our base will never go for it."
- **Create more space for diverse array of "outside" tactics by increasingly articulating UWDN's relationship to affiliates as a capacity-builder or incubator, rather than a leader of campaigns or programs.** One key informant shares, "Their tendency right now is to say, 'These are the discrete UWDN activities and campaigns,'" and they don't quite talk about affiliates' accomplishments and achievements. S/he continues, "If they are beyond leading policy/issue-oriented campaigns, and they look at the TA [technical assistance] support they give to affiliates, then they can rightfully talk about the work of these affiliates."

The strength of their power is in the network. They have leaders in all corners of this country who are creative advocates that take the initiative to create an affiliate. Affiliates can proliferate in a way that can't happen with a top-down model. It is the self-anointed grassroots leadership that is powerful.

Cathy Cha
Evelyn & Walter Haas, Jr. Fund

Balancing Nonprofit Structure & Member-Driven Base: Recommendations



- ➔ Consider distributing more of UWDN's resources and decision-making roles to local leaders, building a stronger regional infrastructure.

Some key informants suggest that, as UWDN grows, having too many resources at the center can create a sense of **disconnection** from local communities. One key informant says that young people will respond to having more power and responsibility: "Young people do not give two fucks about central command. You put people in positions of authority, and young people go crazy." S/he says that some UWDN staff members are **too powerful**, and that the organization's **rate of growth** [as measured by the number of affiliates] has **slowed** due to the Network being too centralized with less room for creativity and autonomy than there was previously. S/he suggests that the Network **split into regional networks**, such as Georgia, Pennsylvania, Arizona, Oregon, or Washington – locations that are central to their regions, but not major cities. S/he says, "DC is disconnected from the people – you are not talking to farm workers; you are talking in your own lingo."

- In particular, **affiliates in states that are not considered "priority states"** can feel **frustrated** or "left out." Another key informant adds: "The Network asks for a lot from affiliates and ... sometimes, there aren't enough opportunities and resources to outweigh the burden of response that it takes to be an affiliate." **Strengthening programs in these regions** will be key to ensuring that affiliates in different geopolitical environments stay active and connected to the Network.

If we were to improve the movement, we would have to split up the network into **5-6 regional networks**. We could frontload who needed more resources than who and begin to actually get people within 8 hours of driving to each other.

Key Informant

Balancing Nonprofit Structure & Member-Driven Base: Recommendations



➔ Work to promote UWDN's financial sustainability.

- **1) Ensure long-term sustainability by diversifying funding sources.** Increasing **financial autonomy** will allow UWDN to take quick and prompt action when necessary while feeling less confined by funder requirements and susceptible to changes in funder interests. Key informants suggest that UWDN consider setting up a membership dues structure, charging for workshops, and/or running grassroots, individual donor programs. Additionally, the time may be ripe for a **major donor campaign**, especially as UWDN finishes up its strategic plan and prepares for the 2016 election.
- **2) Support affiliates' capacity to develop their financial autonomy.** Key informants specify that it is essential for affiliates to have the flexibility necessary to pursue and sustain their own initiatives. Towards this end, a few key informants suggest that UWDN help develop the capacity of its affiliates to secure their own funding so that they are not financially dependent on the Network or funders. However, UWDN should continue to keep in mind that 1) some affiliates are **hesitant** to accept outside financial support due to fears that this support will influence their activities (and therefore need to ensure any potential funders share affiliates' values) and 2) many affiliates **lack the nonprofit infrastructure** needed to receive funding.

One thing I'm worried about is the sustainability for them once the funders don't think they're the bright shiny thing anymore. I'm curious and want to be open to pushing them to think about **other ways to sustain the organization outside of the foundation money**, other ways to start building additional revenue.

Gregory Cendana
Asian Pacific American Labor Alliance

Balancing Nonprofit Structure & Member-Driven Base: Recommendations



➔ Remain aware of the consequences of power and access.

A few key informants highlight challenges inherent in attaining UWDN's level of power and influence within a short time, and they suggest that UWDN's leaders continue focusing on the values of authenticity, integrity and service to the movement over self.

- **1) Continue to prioritize boldness over access to DC spaces.** One key informant suggests, "Everybody wants access," but ultimately, UWDN has "**more power being in the opposition.**" S/he explains, "The access feels good, and it's hard to give up.... When you're invited to the White House meetings, it feels important. When you piss off the White House and they don't invite you (as a result of considered strategy), it feels bad. You have to **push yourself** to get to that point." S/he thinks that UWDN hasn't always been "quite willing to really pull the trigger" on policymakers including the President.
- **2) Fight to counter "privilege differences" within the immigrant community.** Multiple key informants note that UWDN should work to **break the narrative of "good immigrants" versus "bad immigrants."** Even more pointedly, key informants noted at least a few examples of times when representatives of UWDN's leadership played into this division by making comments in video statements along the lines of, "We're not like *those people* standing in front of Home Depot."

Balancing Nonprofit Structure & Member-Driven Base: Recommendations



➔ Remain aware of the consequences of power and access (cont'd).

- **3) Weigh the benefits of professionalization versus volunteer simplicity.** One key informant suggests that UWDN should reorient around movement ecology. S/he notes that volunteer simplicity means “**paying the minimum** to sustain the organization and **live from the community.**” According to this informant, the movement has “gotten highly professionalized with an expectation that [people] have to make money in order to participate.... When you are trying to climb the professional ladder but have Dream leaders who are struggling to pay for school, this is not going to work.”
- **4) Understand that UWDN’s elevated role in the immigration rights movement requires increased responsibility to other organizations, in addition to UWDN’s membership.** Key informants share that when UWDN acted independently to switch to advocating for executive action in 2014, it created a painful fraction in the movement that lasted a few months. They understand that UWDN was being responsive to their members, but also suggest that UWDN needs to have a “**sense of their own power**” and be aware of how their actions affect organizations outside the Network.

However, while this key informant advocates for volunteer simplicity, others suggest that movement leaders are often underpaid and overworked and **need improved compensation** in order to make building the movement a **sustainable** endeavor.

Balancing Nonprofit Structure & Member-Driven Base: Recommendations



➤ Maintain clear and ongoing communication with affiliates to ensure accountability and promote transparency.

- A **clearly articulated mission and vision** can provide a **platform** for UWDN's leadership and its affiliates to hold one another accountable.
- Effective *external* communication that **frames and promotes the campaigns and accomplishments of the Network, its affiliates, and its partners** can ensure everyone feels recognized and heard.
- Effective internal communication including a **common decision-making model** with **clear rules and roles** and a **strong capacity for listening** can help affiliates feel valued, stay engaged, and remain committed to UWDN's long-term vision.

I see the core leadership, but I certainly don't appreciate as much as I should the infrastructure they have and the strength of the affiliates. Based on the core centralized leadership, we have confidence in the group but **they could do more to broadcast out about the affiliates and make sure we know that the network is strong with the base of affiliates.**

Mayra Peters-Quintero
Ford Foundation

For more recommendations about UWDN's communication practices, please refer to "Considerations for UWDN's Internal and External Communication Practices," starting on slide 42.

The Role of Service Provision in Movement Building



Why These Considerations Matter

The announcement of Deferred Action for Childhood Arrivals (DACA) in June 2012 marked a **turning point for UWDN**. The victory ushered in an **unprecedented level of funding** and an opportunity to **expand its reach and scope**.

To help its constituents apply for and take advantage of DACA, UWDN launched the “We Own the Dream” website and set up DACA clinics through many of its affiliates. Through the “We Own the Dream” campaign, UWDN has had an **unprecedented opportunity** to use service provision as a means to connect with and mobilize a large number of immigrants beyond its core base.

What to Expect in this Section

- Advantages of Incorporating Service Provision as a Movement Building Tool
- Recommendations for UWDN’s Service Provision
- Potential Limitations of Incorporating Service Provision as a Movement Building Tool



Service Provision in Movement Building:

Advantages



Advantages of incorporating service provision as a movement building tool include:

- + **The executive actions announced in 2012 and 2014 represent an unprecedented opportunity to help millions gain legal status.**
 - At the time of DACA's (Deferred Action for Childhood Arrivals) announcement in 2012, up to **1.7 million undocumented youth** were eligible (Pew Research Center).
 - Almost **4 million people** could benefit from the executive action announced in 2014 (Pew Research Center). Currently, the implementation of DAPA (Deferred Action for Parents of Americans and Lawful Permanent Residents) and expanded DACA is halted due to a federal district court decision in Texas, and the federal government will appeal the decision.

- + **Service provision presents an opportunity for UWDN to reach and mobilize beyond its core base.** Individuals who are not likely to participate in local or national campaigns are connecting with UWDN through its DACA Clinics and its We Own the Dream website. UWDN is able to **educate a significant number of new constituents** and help them plug into local campaigns and national initiatives.

- + **New DACA funding presents an opportunity for UWDN to develop the overall organizational capacity of its affiliates.** Many key informants have lauded UWDN for **moving quickly** to help affiliates set up DACA clinics to serve their local communities.

We were doing these DACA clinics but **it's not just a service, it is also to agitate people to fight for the stuff that we need to fight for** like driver's licenses and tuition equity in the state of Florida. It was very clear to anyone in that space, the ability to activate the larger community.

Nelini Stamp
Freedom Side

Service Provision in Movement Building: Recommendations



Recommendations for UWDN's service provision include:

- ➔ Ensure that affiliates have the training and resources necessary to effectively operate DACA clinics in a way that enhances their overall organizational capacity and sets them up to more effectively manage their ongoing campaigns and future work. One key informant emphasized the important of providing a **standardized record management system** that facilitates coordination and data sharing among DACA clinics and community partners.
 - According to a few key informants, DACA clinics are most effective when they are set up with **affiliates who have an established member base** that they can more easily connect with and mobilize.
 - Organizations should **coordinate proactively to ensure a strategic division of labor**. A key informant shares that it's been “chaotic” with little coordination and record keeping across groups.
- ➔ **Develop new partnerships with organizations that serve members outside of its core base.** When establishing new relationships with organizations that serve immigrants outside of its core base of Latino youth immigrants, UWDN can offer **training, resources, and ongoing support to run DACA clinics**.
 - This is an ideal way to **reach immigrants from non-Latino ethnic groups** (e.g. Asian/Pacific Islander, black immigrants) that UWDN has historically had a hard time reaching. A few key informants suggested that, in addition to working with community-based organizations in these communities, UWDN can work with **consulates, legal aid agencies, and local ethnic media** to reach these populations.

[DACA implementation programs] provide the space, not just for the smaller affiliates but for larger affiliate, [to] **create a larger groundswell of invested community members** into the network as well.

Erin Howard
Former UWDN Board Member

Service Provision in Movement Building:

Limitations



Limitations of incorporating service provision as a movement building tool include:

- A majority of the undocumented immigrant population is not eligible for DACA or the expanded executive action announced in 2014. A number of key informants cautioned that focusing heavily on a subset of the undocumented immigrants can create **tensions** among the rest of the undocumented immigrant community.
- UWDN does not have significant experience in service provision, according to key informants – at least relative to community-based organizations that have been in the field longer. As a result, a few key informants suggested that UWDN **continue to focus on what makes it unique** and **where it has had success** (e.g. changing hearts and minds and managing an inside-outside strategy to achieve policy victories) and let other organizations with service provision experience lead DACA implementation efforts.
 - One key informant shares that UWDN **has not yet figured out** how to organize the people they provide services to – “the **numbers served** were really low,” and “providing legal services is not their strength.” When DACA was announced in 2012, UWDN did not have the infrastructure set up or the staff in place to do large-scale communications and outreach.
 - Another key informant hopes that, during service provision efforts, that UWDN “**doesn’t lose focus** of constantly bringing new people up, training them, teaching them how to tell a compelling narrative, and fight for what is right.”

When everyone was blocked from being able to work and from having the ability to pay for college, **there was a certain leveling effect to fight for greater access.** Now that the access opens up [as a result of DACA], there are many people who have gone further through the door [than others].

Kathy Gin

Educators for Fair Consideration

Building Power through Local and National Campaigns



Why These Considerations Matter

UWDN started as a disparate set of organizations working on local-level tuition equity campaigns that came together in support of the DREAM Act. The organization was formally founded in 2008, and in 2010, it elected its first National Coordinating Committee. Today, the Network continues to build power at the local, state, and national levels, and the question remains: *How can these local-, state-, and national-level efforts best support and sustain one another?*

What to Expect in this Section

- Distinct and Complementary Benefits of Developing A Strong Regional Base and Coordinated National Policy Agenda
- Recommendations to Build Power at the Local Level
- Recommendations to Build Power at the National Level

I really believe that at the **local level is where we can create the most change**, and then it can **ripple up** and create changes at the national level.

Carlos Amador
California Immigrant Policy Center

Building Power Through Local and National Campaigns



Distinct and Complementary Benefits of Developing a Strong Regional Base and Coordinated National Policy Agenda

A strong regional base allows UWDN to:

- + Develop the **political consciousness** and **leadership capacity** of young immigrants attracted to a wide range of local issues.
- + **Assess** and **more quickly address** the varying needs and interests of local communities.
- + Keep their constituents **engaged in local efforts** so that they can **draw on them** to support national efforts, when necessary.
- + Provide **engagement opportunities** to youth who want to be part of UWDN but don't want to "play by the rules" that national efforts often require.
- + Fight and win local policy battles that **pave the way for national policy changes** (e.g. tuition equity, access to driver's licenses, and deportation defense).
- + **Implement** and **enforce** their national policy victories (e.g. DACA clinics and END campaign).

A coordinated national policy agenda allows UWDN to:

- + Communicate and translate its local power, and organizational vision and goals, to a **wider audience**, including federal policymakers.
- + Advocate for **large-scale change** that can have a transformational effect on its regional efforts.



Activists mobilizing in Ohio in 2013.

Building Power Through Local and National Campaigns: Recommendations to Build Power at Both Levels



Recommendations to build power at the local and national levels include:

➔ **Continue to support a strategic mix of short- and long-term strategies.**

By remaining fluid and responsive, UWDN can support local, short-term campaigns that:

- + Respond to the local needs and interests of its affiliates and members.
- + Build power through local victories that pave the way for national change.
- + Respond to the political landscape, taking advantage of key opportunities to advance their agenda.
- + Advocate for incremental change to bring progress as soon as possible.

By supporting proactive, long-term strategies, UWDN can:

- + Cultivate long-lasting relationships with powerful stakeholders.
- + Hold a “seat at the table” and impact the policy landscape to achieve transcendental change.
- + Build public support and goodwill.
- + Advocate for ambitious, large-scale reform.

Building Power Through Local and National Campaigns: Recommendations to Build Power at the Local Level



Recommendations to build power at the local level include:

- ➔ **Focus on base-building and regional policy efforts now** (e.g. tuition equity, fighting harsh enforcement) because national legislation is **not likely to pass** within the next couple years. A key informant suggests that focusing on these efforts could help the Network be very powerful once the next window for change at the federal level happens.
- ➔ **Invest in leadership development through trainings, workshops, mentorships, and internships.** Some key informants share that instead of encouraging local leaders to “move up the leadership pipeline” to New York City or Washington DC that UWDN **create opportunities for local leaders to remain in their organization.** A key informant adds that moving leaders from the field up to the national level can “take away from community organizations” and “leave a **leadership vacuum.**”

Additionally, leadership development is an **ongoing need** because 1) it can help address and prevent issues of **burnout** among youth leaders and 2) youth likely have more **social capital** to engage other undocumented youth, especially as UWDN’s leadership gets older.

If in the next two years, there is a **strong investment** in building the field, building their members, coaching for immigrant youth organizations that are affiliated with UWDN on how to build and strengthen membership, and retain members, that would be **very powerful once the next window for change at the federal level happens.**

Carlos Amador

California Immigrant Policy Center

I would create a leadership development program, 1-2 years, for any new leaders, an **institute within the movement** on:
1) complexity of migration in the country and the world, 2) the concept of organizing traditions so they can pick what works for them, and 3) cultivate a tradition of how to build infrastructure for volunteer simplicity.... Create a two-year fellowship in a house subsidized by the movement with a small stipend to pay for expenses.

Key Informant

Building Power Through Local and National Campaigns: Recommendations to Build Power at the Local Level



Additional recommendations to build power at the local level include:

- ➔ Provide affiliates with capacity-building supports that take into account their unique needs and interests. Some key informants stressed that, while supporting local campaigns, UWDN must consider the vastly different political and cultural landscapes and varying organizing philosophies of their affiliates (e.g. moderate vs. aggressive tactics). Furthermore, multiple key informants stress the importance of **political education** that helps affiliates **deepen their consciousness** about political issues such as the root causes of migration, capitalism, police brutality, and their roles as brown and black people dismantling systems of oppression.
- ➔ Provide affiliates the space they need to stay responsive to the needs and interests of their local communities. While affiliates are united in their commitment to UWDN's national policy agenda, on a day-to-day basis, they are **accountable** to the needs and interests of their local community. For this reason, most wage campaigns to address local issues such as tuition equity, access to driver's licenses, and deportation defense. Key informants agree that it is important for UWDN to continue to support these local efforts because their victories help to build the Network's power, maintain momentum, and help set the stage for national victories.

[Affiliate] programs that UWDN supports are really key and critical to making sure affiliates in these different geopolitical environments can **stay active and connected in that network**. The network needs to maintain those programs and double down and strengthen them so more youth can be involved to create narrative for their communities and get much-needed resources.

Erin Howard
Former UWDN Board Member

Building Power Through Local and National Campaigns: Recommendations to Build Power at the Local Level



Additional recommendations to build power at the local level include:

- ➔ Continue to engage youth through regional congresses and gatherings. Cristina Jiménez, Managing Director at UWDN, notes that congresses are a “huge recruitment tool for our affiliates.” Usually, congresses are what really “generates the commitment from members” and provide an introduction to UWDN and the immigrant youth movement.
- ➔ Continue to promote an ethic of pride among immigrant youth. UWDN’s success rests on its ability to mobilize its base by helping instill in them a sense of power and possibility.



Real transformation in society comes from the **demands of people who are proud of who they are and expect to be treated with dignity and respect**, because they know that they’re equal and worthy. I think they’re already there in that regard. I think the biggest lesson from the LGBT experience in the past 20 years is it that the cultural acceptance and approval of mainstream Americans matters and it makes it easier to win. It does matter if people like you. And they’ll like you if you like yourself.

Key Informant

Building Power Through Local and National Campaigns: Recommendations to Build Power at the Local Level



Additional recommendations to build power at the local level include:

- **Develop affiliates' capacity to establish deep roots in their communities and expand their networks.** As one key informant explains, because many affiliate groups are student- or volunteer-run organizations, it can be difficult to develop them into autonomous, sustainable organizations. UWDN should help its affiliates become embedded in their local network and power structure by connecting them with local allies and potential partners.
- **Develop a geo-specific strategy.** Key informants agree that UWDN should continue to grow the affiliate base (regardless of whether the constituency expands or remains focused). However, they had different opinions about where in the United States UWDN should focus its efforts:
 - Some key informants suggest focusing supports in states where local policy change is **most likely** to be achieved and where a **national precedent** can be set.
 - Other key informants suggest focusing supports in areas where UWDN **doesn't currently have a strong presence** and where change is most needed, such as in the **South**.
- **Develop affiliates' capacity to communicate their campaign goals and accomplishments.** Key informants stress the importance affiliates' capacity to communicate with the general public and the philanthropic community, as this capacity helps build local presence and support sustainability.

A national group is important, but I'm interested in how we help strengthen local organizations beyond the five or six people who sometimes form a group or an affiliate or whatever it is. There needs to be some emphasis on growing local work in addition to funding national work.

Tania Unzueta
Not1More Campaign

Building Power Through Local and National Campaigns: Recommendations to Build Power at the National Level



Recommendations to build power at the national level include:

- **Maintain staff headquartered in DC who can sustain UWDN's inside strategy by developing long-lasting relationships with Beltway partners.** Key informants agree that UWDN's Washington DC staff is in an ideal position to leverage the Network's outside power to develop and sustain long-term strategic partnerships. UWDN should continue:
 - **Engaging allies in meaningful and authentic partnerships**, keeping them informed of, and inviting them to participate in, public events and policy initiatives.
 - **Maintaining productive relationships with policymakers.** A number of key informants expressed that while it is important for UWDN not to be seen as an extension of the Democratic Party or too accommodating to the Republican Party, it is important that policymakers consider the Network a sensible organization with whom they can exchange information and partner on specific initiatives.

One of our struggles as a young organization has been **centralizing ourselves in DC**. I think it **creates a big line in our movement**. Not just in the movement, but in how we operate. At surface, not a week goes by where we don't get a new award or are invited to a new thing, but the benefits of that come at a cost because undocumented young people are experiencing things very differently in McAllen, Texas or in the Bronx.

Jose Luis Marantes
Florida Immigrant Coalition

Note: While most key informants agree that maintaining an inside presence in addition to outside power is essential, many caution that "playing by the rules" can lead to **concessions** which slow down or compromise progress and **frustrate** the more radical factions of the immigrant youth movement.

Building Power Through Local and National Campaigns: Recommendations to Build Power at the National Level



Additional recommendations to build power at the national level include:

- **Continue to staff UWDN through developing the leadership capacity of its existing membership.** A UWDN staff member shares, “Many of us did not jump into our roles knowing what the hell we were doing,” but staff grow into their roles through a **trajectory of training and leadership development** that is part of UWDN’s organizational DNA. As UWDN’s structure evolves from volunteer-based to a more formal infrastructure, it is important that the organization continue to prioritize and support new leaders, whether or not they are part of a structured organization.
- **Provide affiliates meaningful opportunities to engage in national campaigns.** Affiliates appreciate the opportunity to attend meetings in Washington DC when they have a role in the deciding the agenda and how and by whom their messaged will be delivered. The importance of this opportunity is supported by Masters and Osborn: “Fundamental to any movement is the active involvement of communities and residents **directly affected** by the current conditions....”

Lorella Praeli, former Director of Advocacy and Policy who is widely credited with building on the work of Gaby Pacheco to establish the Network’s national presence, originally came from a UWDN affiliate and grew through a leadership pipeline. In light of her recent departure, it will be especially important for UWDN to continue its tradition of leadership development to set its new Advocacy and Policy Director up for success.



Building Power Through Local and National Campaigns: Recommendations to Build Power at the National Level



Additional recommendations to build power at the national level include:

- ➔ **Continue to elevate the Dreamer narrative to policymakers and the general public.** Through the power of storytelling, UWDN has been able to put a human face to immigration and the undocumented population. Key informants agree that this has played a key role in developing goodwill and garnering support among policymakers and the general public. Many key informants agree that, as UWDN grows and gains access to closed-door meetings, it must continue to provide its affiliates and members a **platform** to tell their stories rather than act as their spokesperson.
- ➔ **Stay responsive to the needs and interests of its affiliates.** Key informants agree that staying responsive requires ongoing communication and engaging in authentic partnerships that take the local knowledge and expertise of affiliates into account.



I remember **really being able to contribute to shaping what legislative visits in DC were going to look like**, shaping messaging and legislative strategy. That looks like thinking about **who are the best groups of people that are representative of people on the ground** to speak to the White House Council or the White House or a meeting with ranking leadership in the House or the Senate.

Carlos Rojas-Álvarez
Student Immigrant Movement (MA)

UWDN's Internal and External Communication Practices



Why These Recommendations Matter

As a Network made up of over 100,000 youth and allies, UWDN must have clear and effective communications practices. Having a strong, solid flow of information, with systems in place to both listen and communicate back out, is essential for UWDN to thrive as a highly adaptive learning organization. Moving forward, strong communications capacity will be important for UWDN to implement its new strategy and advance its objectives during the time period leading up to 2016 elections.

What to Expect in this Section

- Recommendations for Communicating with **Internal** Audiences
- Recommendations for Communicating with **External** Audiences:



Communicating with Internal Audiences: Recommendations



Key informants' recommendations include:

- ➔ **Actively define roles and decision-making structures.** Some key informants raise a concern that, as a result of UWDN's rapid growth (especially after the passage of the first DACA) and the fast-paced, dynamic immigrant rights landscape, the organization has not devoted sufficient time to **intentionally map out its transition** from an alternative space for youth in the immigrant rights movement to an organization with a member base that operates under a more traditional nonprofit structure. As one key informant explains, UWDN "has been trying to figure out where they fall."

While UWDN certainly has made progress in defining its organizational-affiliate structure – so much so that this very matter is identified as an accomplishment in this case study – key informants strongly urge UWDN to **take time now** to address the key issues and questions regarding organizational structure and organizing model.

- One key informant suggests that UWDN **solicit more feedback early on**, particularly from **non-Latino immigrant groups**, and make that dialogue **visible**.
- Some past and present national and affiliate leaders express frustration that as UWDN has focused its **physical presence** in New York and Washington DC, it has distanced itself from, and become less perceptive and accountable to, the on-the-ground needs and interests of its members.

Invariably, you are going to have affiliate and national office differences and tensions. It is about how you manage and respond to them, and it takes time and effort to do that well. It does not have anything to do with policy position or strategy; **it has to do with organizational development issues and relationship management.**

Henry Der
Four Freedoms Fund

Communicating with Internal Audiences: Recommendations



Additional recommendations include:

- ➔ **Clearly communicate intentions and decisions to partners and allies.** Some key informants share that UWDN's shifting from one policy goal or strategy to another was sometimes **not communicated** to allies and partners, which has led to frustration among these allies and partners.
 - For example, in 2014, UWDN decided to give up on legislation and push for executive action, which created a "real fracture" in the movement. A key informant shares, "They were being responsive to their members," but their newly "elevated role" in the movement may mean that they need to become more aware of how their actions affect others.
- ➔ **Have dialogues about internalized racism within immigrant communities.** One key informant shares, "A lot of immigrants in this country have an ingrained **anti-blackness** because the whole world has it...A lot of organizations [need to start have] dialogues about other people's struggles in a real way and understand that they have to support each other, just like the way that the LGBTQ movement has done with immigration and vice versa, like Get Equal and [the work] Felipe has done."
- ➔ **Define partnerships strategically and explicitly.** In some instances, UWDN's partners felt like they were engaged at the last minute for a "stamp of approval," when they would have preferred to provide more substantive input earlier on.
- ➔ **Create a space for immigrant youth who *are* afraid.** A key informant shares that a **fuller narrative** would be useful for the youth she works with because many young undocumented immigrants still experience a lot of fear, and it's important to share that "there is a place for all of us."
- ➔ **Make sure that healing remains a key part of community organizing.** One key informant says that storytelling is very "sacred," but sometimes it can become "formulaic" when people tell stories for others, rather than themselves. S/he explains that **authentic storytelling** is where the movement started, and maintaining these stories is essential for the strength of the movement.

Communicating with External Audiences: Recommendations



Key informants' recommendations include:

- ➔ **Convey to outsiders that the organization's foundation is solid.** In particular, some funders may have questions about UWDN's mission and infrastructure, and it is important that UWDN have clear messaging that does justice to their great work.
- ➔ **Promote the accomplishments of affiliates.** One key informant shares that UWDN may not know how to adequately represent the work done by affiliates, beyond UWDN's discrete activities and campaigns.
- ➔ **Challenge incorrect stereotypes of immigrants,** such as the "model Dreamer" narrative and the assumption that all Dreamers are Latino.
- ➔ **Appeal to people's self-interest.** For moderate policymakers, it may be important for UWDN to emphasize why immigration reform is a good thing for everyone, not just immigrants themselves.
- ➔ **Reconsider UWDN's relationship with America's Voice.** Some key informants feel that AV may not have been, or may not be, the most effective communications partner for UWDN. These informants suggest that, compared to messaging that would come from UWDN, AV's messaging 1) carries less authenticity and urgency and 2) may lack boldness and a willingness to challenge those in power. Some informants also note that some affiliates had

conflicts with America's Voice, due to AV's more politically moderate approach and a suggestion by AV staff that UWDN organizers only speak English.

Notably, one key informant commented, "They need to rethink their communications strategy. Their relationship with AV was not always helpful, but philanthropy left them no choice." During the strategic planning process, UWDN should consider its future communications strategy and what array of partners would most effectively meet its future needs.

Communicating with External Audiences: Recommendations



Additional recommendations include:

- **In light of executive action, consider how to bring the voices forward of those who *don't* qualify.** One key informant cautions against tokenizing or “speaking” for immigrants who do not qualify for DACA, instead searching for ways to bring people and their stories forward. S/he explains the importance of avoiding the dynamic of “I speak for them because they can’t speak for themselves,” since they *can* speak for themselves.
- **Continue to be “fierce.”** One key informant suggests that UWDN continue to push Republicans to deliver, perhaps building a Republican communications strategy.
- **Focus on healing hearts and minds.** Some key informants are concerned that UWDN will become like “everyone else” and limit its impact if they overemphasize policy in their messaging. One key informant explains, “They have a **moral soapbox** to be raising the human impact of policies, and they are at risk of losing this when they focus too much on policy.”
- **Ensure that messages are targeted to *specific* external audiences.** One key informant shares, “Sometimes, they’re only talking to themselves. The messaging is excellent, smart, sharp – but it’s often really for an immigrant audience.” S/he suggests that UWDN focus more on promoting cultural acceptance among mainstream Americans.

Reflections for Funders

Section Components



Unbound Philanthropy's Contributions



Recommendations for Funders



Unbound Philanthropy's Contributions:

How Unbound Philanthropy (UP) Has Supported UWDN's Development, Capacity, and Accomplishments

Sub-Section Components



Finding a Great Match: How Unbound and UWDN's Relationship Began



Summary of Unbound Philanthropy's Grants to UWDN



Unbound Philanthropy's "Beyond the Check" Contributions to UWDN

Finding a Great Match: How Unbound Philanthropy and UWDN's Relationship Began



In a remarkably short period of time, UP and UWDN have each made immense contributions within the field of immigrant rights in the US, supporting each other in a strong, mutually beneficial partnership. In addition to being one of UWDN's earliest funders, UP has been one of UWDN's **strongest champions**, providing flexible funding, strategic thought partnership, and connections with other funders and leaders in the field.

The strong alignment of interests between UP and UWDN made them highly compatible partners. Prior to meeting UWDN, UP was looking for opportunities to

support immigrant youth, youth organizing, and leadership development, all of which were a **direct match** for UWDN's work to build an immigrant youth movement. UWDN also came **highly recommended by the National Immigration Law Center (NILC)**, one of UP's trusted partners who also had an impressive track record for incubating promising new leaders and organizations.

In particular, UWDN's early and direct in-person contact with the Foundation's leadership and board ignited UP's interest in UWDN. The Foundation's Board of Directors has a **unique willingness** to meet with potential grantees, and they were highly impressed

with UWDN leaders' **voice, visibility, innovation, and strategic thinking**. In their early relationship with UWDN, In fact, UP invited UWDN leaders to partner with the Center for Community Change in a youth leadership development effort, which was ultimately replicated in states across the country.

Summary of UP's Grants to UWDN



To date, UP has provided UWDN with over **\$2.4 million** in funding, almost entirely as **unrestricted core** and **general operating support**. Below is a summary of Unbound Philanthropy's grants to UWDN.

Date	Amount	Purpose
June 2009	\$200,000*	General operating grant to help UWDN establish itself as an independent national immigrant youth organizing infrastructure
July 2010	\$250,000*	General operating grant to support UWDN's continued development, including "Dream Camps" (leadership and skill straining), "Labs Programs" (to develop new campaign ideas), and growth of their organizational infrastructure
July 2011	\$200,000*	General operating support for hiring and recruiting a managing director, "Dream Camps," a third-party evaluation, strategic plan development, and exploring options for 501(c)3 status
February 2012	\$25,000*	Management training and coaching support to help with UWDN's organizational transition (transferring management responsibilities from the Board to the managing director and staff)
July 2012	\$300,000*	General operating support, including rapid response resources to help implement the new Deferred Action Policy for Dreamers and expanding UWDN's leadership, communications, and fundraising capacity
February 2013	\$225,000*	General operating support, including hiring additional staff and coordinating the national "11 Million Dreams" campaign; ongoing training, support, and coaching for UWDN staff and affiliate leaders through the New Organizing Institute; and state-based trainings
August 2013	\$250,000	General operating support, including UWDN's projects (DEEP, END, and QUIP) and the "Own the DREAM" campaign and DACA assistance initiative
June 2014	\$350,000	General operating support, including capacity building for affiliates (communications, campaign strategy, advocacy, and direct action), leadership development through the "We Can't Wait" campaign, and the "Own the DREAM" campaign and DACA assistance initiative
May 2015	\$670,000	General operating support (\$500,000), support for outreach and assistance for DACA and DAPA programs (\$150,000), and strategic planning resources (\$20,000)

* Grant made to NILC as fiscal sponsor

UP's "Beyond the Check" Contributions to UWDN: Adhering to the Foundation's "Theory of Philanthropy"



As a funder, UP is committed to using all of the resources, assets and tools at its disposal to advance its objectives and achieve impact. The Foundation's "**Theory of Philanthropy**" framework articulates its guiding philosophy, principles, and approach to making progress towards its strategic priorities and objectives. UP's work with UWDN is a key example of how the foundation has adhered to its theory of philanthropy and activated all of its resources, assets and tools to contribute to UWDN's success. The following principles are **cornerstones** of UP's theory of philanthropy and tell the story of the Foundation's contributions to UWDN.

High Tolerance for Risk-Taking

- Factors Contributing to UP's Willingness to Take a Risk

Respect for Organizational Autonomy

Focus on Organizational Learning

Support for Leadership Development

Deep Expertise and Strategic Thought Partnership

Field Building

- Inspiring Other Funders to Provide Support
- Cultivating Partnerships among Organizations that Promote Immigrant Rights

UP's High Tolerance for Risk-Taking Was Key to the Success of the Partnership



UP has a high tolerance for risk-taking, making thoughtful and strategic decisions to invest early in innovative approaches.

When UP first met UWDN staff, UWDN was still an **emergent organization** that had only recently hired its first paid staff member. Because UWDN was not yet a legal, independent entity (UWDN acquired 501(c)(3) status in 2014), NILC stepped in as UWDN's fiscal sponsor so that they could begin receiving monetary support.

UP was UWDN's first philanthropic supporter, and was a critical partner in helping UWDN get off the ground as an **organization**. The large size of the Foundation's initial grant to UWDN – \$200,000 over one year – represented a significant risk and **vote of confidence** in a nascent organization. UP's support helped UWDN hire their first organizer, convene the first national meetings of Dreamers, and create a shared vision for the organization. It also **lent legitimacy** to UWDN's work and signaled its validity to funders and other organizations in the field.

UP has been very flexible with the support provided to UWDN as well as with the requirements attached to that support. The majority of UP's financial support to UWDN has been in the form of flexible **core support** and **general operating support** grants, with very **few reporting requirements** since UWDN's staff did not have the capacity to measure and report on defined outcomes.

Unbound's investment in the immigrant youth movement building work was **really a risk** – it was all **new** for them.

Sue Chinn
Unite Here

Taking the leadership and the risk to support a group of young undocumented organizers to launch this big idea....That was a **huge step** for Unbound Philanthropy and a huge **demonstration of their support and belief** in us.

Cristina Jiménez
United We Dream Network

Factors Contributing to UP's Willingness to Take the Risk to Invest in UWDN



Despite the risks associated with supporting UWDN in their early days, UP provided significant initial funding and partnership due to several factors that **mitigated the risk of failure** and enhanced the prospect of success:

- **UWDN came highly recommended** by key champions and supporters in the field including National Immigration Law Center, National Immigration Forum, and New World Foundation. Many of these organizations had already built strong relationships with UP, and spoke openly with UP about UWDN.
- **UP saw that they could help a role in helping unleash UWDN's potential.** UP was very impressed by UWDN leaders' strategic approach and inspired by their energy and fresh perspective.
- **UP's relationship with UWDN began during a time when UP's US Program was still in its early stages,** allowing UP staff to devote a lot of time and resources toward supporting UWDN.

It was definitely beyond the amount of time usually given to a funder/grantee relationship [...] because of the importance of their work and the precariousness of their situation as mostly undocumented young people, and a sense of responsibility. They were really a **defining grant** and relationship for Unbound.

Taryn Higashi
Unbound Philanthropy

UP's Respect for Organizational Autonomy Has Helped Set UWDN Up for Success



UP supports UWDN's growth and autonomy by providing flexible funding that is largely unrestricted core support. The foundation's operating grants to UWDN have been distinct in terms of the amount and consistency of support provided; **few funders make so many operating grants to a single organization.**

I like it when funders give money to people and **trust them**. You know, do the due diligence, ask them [about] their plans and comment on them, but not be too heavy-handed. I think that's what **Unbound's genius** is.

Frank Sharry
America's Voice

Giving UWDN room to evolve based on its emerging needs and priorities, while providing ongoing support, has been **one of the keys to UP's success as a funder of UWDN.** UP's unrestricted funding allows UWDN to **leverage resources to meet its own needs as it sees fit.** UWDN has used these flexible resources to bring in trainers, coaches, and consultants to build a strong organization and culture of leadership development. Through UP's funding, UWDN members received training under the New Organizing Institute model, which provided a central organizing framework that catalyzed their growth and contributed significantly to the growth of UWDN leadership.

The Foundation **did not require a certain structure** or that UWD become its own nonprofit organization. Similarly, Unbound **never conditioned** funding based on specific policy priorities. Recognizing that UWD is an emerging network, Unbound gave its leaders **a lot of room** to figure out what works for the network (with the help of consultants, experts, etc.), and to **establish priorities** that reflect the views of its affiliates.

Cristina Jiménez
United We Dream Network

UP's Value on Learning Has Helped UWDN to Develop its Own Culture of Reflection



The flexibility built into UP's grantmaking to UWDN has encouraged a **uniquely supportive and dynamic funder-grantee partnership** in which both organizations participate in candid conversations about the growth and needs of UWDN. UP has supported UWDN's ability to **continually learn and grow** as an organization in a variety of ways, including:

Supporting **communications and storytelling training**

Supporting a **2013 evaluation of DREAM Summer**, conducted by Arely Zimmerman, Anthony Perez, Michelle Saucedo, Jennifer Ito, and Manuel Pastor

Supporting a **6-month New Organizing Institute Education Fund training program** for 300 immigrant youth involved in 15 UWDN affiliates in 4 states (Arizona, Colorado, Texas, and New Mexico) in which policies on immigrant issues are unsettled

Providing \$20,000 toward **UWDN's Strategic Planning** efforts in 2015

Funding a **Strategic Review and Assessment** of UWDN in 2011, conducted by Anita Khashu and Kathleen Sullivan

Commissioning this **2015 case study of UWDN's major accomplishments and lessons learned**, with strategic considerations for the path forward

UP's Support for Developing the Leadership of UWDN's Has Accelerated the Network's Growth



UP has proactively supported the growth of UWDN's leadership both directly and indirectly in many ways, including but not limited to:

- Building the capacity of UWDN to navigate the philanthropic sector and **successfully pursue funding and development opportunities** through coaching and ongoing conversations with UP staff; this support was especially valuable to UWDN staff who did not have prior experience with formal philanthropy or the nonprofit sector.
- Funding NILC and America's Voice provide direct support to UWDN in the form of **coaching and advising**.
 - NILC's Executive Director has regular coaching meetings with UWDN's Managing Director, and NILC's Development Director provides coaching to UWDN development staff and reviews UWDN's grant proposals and reports before they are submitted.
 - America's Voice provided UWDN with one of their own senior policy staff members to coach and advise UWDN's new policy director.
- Funding additional **management training and coaching** for UWDN leadership like the Rockwood Leadership Institute and the Prime Movers Fellowship.
- Providing **resources for regional congresses**.

LEADERSHIP DEVELOPMENT HIGHLIGHT:

UP **invested in something new and untested** when it funded the Center for Community Change and UWDN to lead the Marshall Ganz-based **movement building training for immigrant youth**.

The risk paid off: in 2010 alone, **more than 1,200 people were trained** in this framework that would become one of UWDN's organizational backbones. The model contributed significantly to **UWDN's growth and leadership**. UWDN used it so successfully that it was **replicated** within the climate change, LGBTQ, and reproductive rights movements.

UP's Deep Field Expertise and Strategic Thought Partnership Also Accelerated UWDN's Development



As a “boutique” funder with a singular focus on immigration, UP staff have **strong subject matter expertise** and **engage deeply** with grantees. They are early supporters of innovative organizations like UWDN and are able to quickly adapt to developments in the field.

UP's strong relationship with UWDN, and their understanding of UWDN's organizational needs and developmental stage allowed them to raise issues and identify supports that **targeted UWDN's needs and facilitated their organizational growth**. For example, UP engaged UWDN in conversations about how best to support their affiliates and connected UWDN to others in the field with experience developing networks.

Unbound would always either provide insight or point out people who could be a resource to us. [After talking with UP], we would always come away with a **concrete set** of people, resources, or insights. Unbound also helped us in an **intentional way to develop youth leadership** that goes beyond the leadership we have at the moment and thinking about what we are doing right, as well as what is missing.

Cristina Jiménez
United We Dream Network

When I think about partnering with Unbound, I know I will get their **great thinking, thoughtful analysis, and great monitoring** of a grant and work with the grantee.

Mayra Peters-Quintero
Ford Foundation

UP Inspired Other Funders to Provide Support to UWDN



UP staff helped UWDN leaders learn how to pursue and secure philanthropic support and has lent **credibility** to UWDN's work in the philanthropic sector by standing as one of UWDN's **earliest** and most **longstanding** funders. In the words of one key informant, UP is a “**pioneering champion**” – the type of funder that is key to shaping organizations like UWDN and helping to accelerate movements.

Foundation staff have facilitated UWDN's entrance into the nonprofit sector by providing **fundraising advice and coaching** and by **connecting UWDN with other grantmakers**. UP's support represents a vote of confidence

in a relatively young organization, and it has carried weight among other funders. One key informant notes, “If Unbound has selected a grantee, we know that they have really looked under the hood.” S/he adds, “[In thinking about funding a project,] I knew that if I partnered with Unbound, I would get all of the good thinking and oversight that would ensure success of the project.”

UP staff also look for ways to raise UWDN's visibility, such as suggesting UWDN staff as speakers and advisors in philanthropic settings. When other funders have questions about UWDN, Unbound staff are happy to share their insights and support. UP

introduced UWDN to key funders in California, some of whom because they were interested in supporting UWDN affiliates.

UP has been a strong advocate for UWDN and Dreamers in general, which is important because mainstream organizations often do not lift the voices of youth and undocumented immigrants. For one key informant who is a funder, UP played an instrumental role in **inspiring his/her organization to support UWDN** and helped them understand **the vital role of youth engagement** within the broader movement to advance immigrant rights.

UP Has Cultivated Partnerships for UWDN with Key Immigrant Rights Organizations



UP actively seeks to help UWDN build relationships with other organizations that promote immigrant rights, in order to support **alignment and learning** in the field, and **maximize UWDN's impact**. As a key funder supporting immigrant rights, UP has a unique view of the key players in the field, and has connected UWDN to a variety of organizations that have resulted in **strategic partnerships**.

Unbound staff are **always thinking** about ways in which our work can connect to other work or grantees. And not only grantees, but other sectors of the social justice ecosystem. [...] We have been supported in this journey of growth in multiple ways.

Cristina Jiménez
United We Dream Network

Key Examples of Unbound Partners Who Collaborate with UWDN:



New Orleans Workers' Center for Racial Justice

Building worker power, advancing racial justice, and organizing to build a social movement



PICO National Network
Unlocking the Power of People™



**Racial Equity.
Immigrant Rights.
Economic Justice.**

The following slides include key informants' recommendations to funders.



Recommendations for Funders:

Key Considerations to Support
UWDN's Success Moving Forward

Sub-Section Components



Support Emerging Leaders



Nurture UWDN's Independence and Boldness



Help UWDN Grow Strategically



Encourage UWDN to Ground its Work in a Solid Shared Vision that
Complements the Larger Immigrant Rights Landscape



Support Emerging Leaders:

Prioritize Leadership Development Opportunities for Youth

Key informants agree that leadership development is essential to UWDN's movement building work. The importance of leadership development was one of the commonly shared recommendations for funders. One key informant suggests that an organization's investment in its own leadership development is a "**litmus test**" for whether that organization seeks long-term success and sustainable empowerment (as opposed to short-term impact).

Below, two key informants share their take on the importance of prioritizing this work:

If I was Unbound or another funder, I **would spend money on leadership development** (training, history sessions, classes, etc.), so that as young leaders emerge, they are able to **make choices** with full knowledge of what the consequences of their choices are, to get a chance to **practice and gain sophistication.**

Joshua Bernstein
Service Employees International Union

Frankly, **progressive funders do not do a good job of investing in leadership development.** There are fits and starts. The [political] Right does a better job of providing leadership development, training, mentoring, [and] career ladder assistance, much better than we do.

Sue Chinn
Unite Here

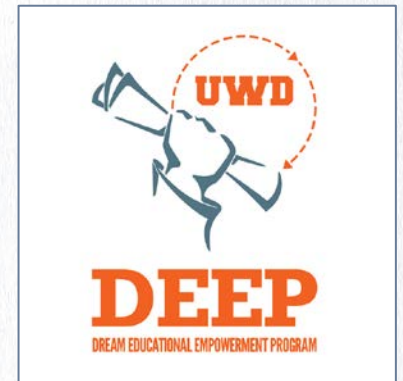
Support Emerging Leaders:



Prioritize Leadership Development Opportunities for Youth

Key informants recommend that funders support **ongoing** leadership development to sustain UWDN (in addition to funding discrete, short-term campaigns) and **prioritize** the following:

- ➔ **Paid Leadership Opportunities:** Multiple key informants share that it is hard for young people who do not come from wealth to get into organizing due to a **lack of paid learning opportunities**. Key informants recommend **deeper investments in recruiting and training young people**, such as paid internships, fellowships, and scholarships (in particular, scholarships which are accessible for undocumented youth). Paid programs can help youth have **more social impact** (due to increased dedicated time, as many youth are currently working full-time jobs and attending school on top of the work they do for UWDN).
- ➔ **Leadership Development that Connects with Other Social Justice Movements:** Erin Howard suggests further investment in leadership development programs like DEEP (**Dream Educational Empowerment Program**), which gets youth involved in **overarching civic rights and educational equity movements in the US**. She shares that these programs will not only help youth build “education and immigration groundswell in communities,” but to learn to “**thrive and survive in systems that aren’t built for them**,” especially when they are no longer youth.



Additionally, a key informant notes that the **labor movement** has been effective in recruiting and engaging youth in organizing, which is a potential connection to explore.

Support Emerging Leaders:

Help Create the Conditions that Leaders Need to Thrive



An essential part of leadership development is helping to create the **conditions that leaders need to do their best work**. Key informants shared the following suggestions for funders in order to help advance this goal:

- ➔ **Fund in-person convenings.** Key informants note that in-person meetings like UWDN's congresses create an essential space for **decisions related to strategy and vision**.



It is particularly important for some key informants that these convenings be movement-led, as opposed to “funder-led.” Sofia Campos states that “funder-led” convenings can “take a lot of energy from people,” and she highlights Freedom Side as a positive example in which organizations were able to convene themselves with little strings attached, identifying what the movement needs and how to best work on those goals together.

2014 UWDN Congress
in Phoenix, AZ



Support Emerging Leaders:

Help Create the Conditions that Leaders Need to Thrive

In addition to funding movement-led convenings, key informants also shared the following recommendations to promote leaders' well-being and longevity within the movement:

➤ **Provide models for self-care.** In the words of one key informant, “funding is essential to make sure movement leaders are taken care of.” Funders can play a key role in **questioning practices** such as overworking and underpaying staff and **supporting efforts to promote leaders' longevity as activists**, including positive organizational practices, benefits, and funding for evaluation and strategic planning.

➤ **Recognize that leaders may need a space for healing.** Movement-led convenings can provide a **space for collective healing.** Many leaders are struggling and have experienced personal trauma, so healing is often an important component

of the in-person group work. One key informant explains that “a lot of people call [in-person convenings] a **'church,'** so that [healing component] is what's removed when you insert funders at the meetings, depending on who the funders are.”



Nurture UWDN's Independence and Boldness:

Promote Creativity and Fund High-Value Messaging



Key informants made several suggestions about ways funders can **promote UWDN's fluidity, dynamism, and boldness**—characteristics which have inarguably contributed to the Network's success.

- ⇒ **Support experimentation and cross-pollination.** Key informants note that an essential trigger for UWDN's early growth was its status as an **"incubator"** for experimentation. They recommend that funders provide **additional opportunities** for organizations to **experiment** with themselves and other organizations, cross-pollinating with other key players working to advance social justice.
- ⇒ **Fund messaging that is bold and challenges the "powers that be."** Key informants suggest that funders should **apply more scrutiny** to the messaging that they support in order to ensure it delivers maximum value. In particular, one informant suggests that funders focus **on authentic messaging** that delivers value to immigrant Americans and **avoids aligning** with any particular political party or policymaker (see quote on the right).

There's a lot of funding going into organizations that claim to be about messaging that don't do good messaging. There's money going into organizations that are so **closely aligned** with the Democratic party that they're not necessarily delivering value for immigrant Americans.... They're **not going to offend** the White House, and they're not going to offend the party. What we have to show for that is **two million deportations.**

Key Informant

Nurture UWDN's Independence and Boldness: Honor UWDN's Membership-Driven Identity



UWDN faces the **ongoing challenge** of maintaining its “**edginess**” and **dynamic, member-driven base** while simultaneously operating as a non-profit organization that seeks to institutionalize its structure and practices. According to some key informants, UWDN's relationship with funders may at times present an **ideological conflict** with its organizing tradition. Funders can support UWDN's independence and roots in the following ways:

- ➔ **Create flexibility and space for UWDN to maintain its fluid, dynamic, and membership-driven identity.** Frank Sharry shares, “It is inevitable that funders start imposing more and more requirements and rigidity, which really does drain the life [out] of dynamic organizations. So making sure that there is a **respect for the fact that UWD is a different kind of organization**, they are a base organization that projects power at the national level.”
- ➔ **When making decisions, ensure that those directly affected are involved.** Erin Howard explains, “That **raw firsthand experience**, even if it's not so eloquently articulated or formally put together in a proposal, can sometimes be so **much more valuable** in terms of informing and setting an agenda **than those doing it from ivory tower and giving [direction].**”
- ➔ **Understand that required metrics often do not capture the most essential components of UWDN's work.** Key informants note that activists on the ground have noticed an increasing interest among funders in requiring ambitious metrics. One key informant explains, “We have to make sure that funders understand that **our power comes from the relationships we've built with people**. Demanding metrics and developing deep and meaningful relationships with individuals can conflict.”



Help UWDN Grow Strategically:

Leverage Other Donors and Build Political Presence

Key informants suggested various ways that funders can **support UWDN's efforts to grow strategically.**

- **Unbound Philanthropy in particular should continue its important work to leverage other donors in support of UWDN.** One key informant emphasizes that “having an **institutional validator** [like Unbound] counts a lot for a group like UWDN.”

Some funders were **surprised** by the recent decision announced by Open Society Foundations to fund UWDN at a relatively low level (compared to the overall amount of funding announced and UWDN's place in the field); this decision potentially **highlights the need for Unbound and others to continue helping UWDN build credibility** among the philanthropic community. It is possible that other funders do not fully understand UWDN's strategy or question the strength of UWDN's infrastructure due to the organization's relatively young age.

Support UWDN to build more political presence in DC, while maintaining close contact and connection with local communities. Key informants both support the notion of UWDN increasing their strength in DC and also warn this cannot come at the cost of losing touch with its base and affiliates. Some key informants suggested that a **501(c)(4) structure** could allow UWDN to do more political work. On the other hand, several key informants pointed out that UWDN should be mindful of how much it invests in a DC presence so that it does not come at the **cost** of UWDN's connection with local communities.



Help UWDN Grow Strategically: Support the Growth of Local Organizations

Many key informants underscore that UWDN is only as strong as its local affiliates; however, some funders may have a bias against funding local and youth-led organizations. Some informants suggest that funders “**be more open to investing in local organizations.**” One informant stresses that investment towards “the growth of local groups and local organizing in the development of those leaders will be **crucial** to the long-term success of UWDN.”

Another key informant says that UWDN is too centralized, and this lack of focus at the local level has **limited room for “creativity and autonomy.”** S/he explains that young people are not motivated by “central command,” but adds, “You put young people in [local] positions of authority, and they go crazy!” S/he shares that having too many resources at the center causes “distance from your membership” and **more accountability to funders than members.**

Key Examples: Needs at the Local Level

- **Capacity-building.** Affiliates particularly need organizing, fundraising, and legal resources.
- **Support for deportation defense.** One key informant adds, “Whenever there is a strong relationship between the local ICE office and the local organization working on these things, we get **better results**.... It can’t just be a bunch of organizations feeding into a national movement.”
- **Mechanism to receive funding.** Many affiliates lack the nonprofit infrastructure needed to receive funding. UWDN, UP, and other funders should consider ways **to help affiliates connect with partners**, such as fiscal sponsors and local funders, to support their work. One extensive resource that lists all the networks and funding vehicles for the Movement for Black Lives is the Blackprint, created by the Movement Strategy Center, to capture both the needs of the Movement and the philanthropic responses in an ongoing fashion. There are various funding streams - some national, some local - that have been created to fund the Movement, including by the Solidaire Network, Resource Generation, Northstar Fund, Hill-Snowdon Foundation, Third Wave Fund, Headwaters Foundation (Minnesota) and Borealis Philanthropy. Each of these funding streams has different goals and different geographic limitations.

Help UWDN Grow Strategically: Increase Support for Underserved Populations



Key informants suggest that funders increase support for UWDN's work among underserved populations. Specifically, funders should consider:

- **Supporting ally groups.** Kathy Gin shares that in “areas where there is a lot of hostility,” it would be helpful for funders to support “**really fledgling ally groups**,” identifying opportunities to build connections between Dreamers and potential allies such as educators and scholarship organizations.
- **Increasing UWDN's presence in Southern states.** Nelini Stamp notes, “You are not going to change this country as long as you don't change the South.” She explains **resources and capacity are very limited in the South**, and a strong advocate base is very much needed due to the fact that negative attacks often come from Southern policymakers.
- **Assisting communities that may have limited access to DACA application assistance.** Tyler Moran shares that DACA implementation is a very important funding need. In particular, potential DACA beneficiaries who are farmworkers' children, low-income youth, or youth who do not speak Spanish may benefit **from additional DACA-related outreach**.

Encourage UWDN to Ground its Work in an Explicit Shared Vision that Complements the Larger Immigrant Rights Landscape



Some key informants report that funders can help UWDN and other organizations connect their work more clearly to an explicit shared vision that articulates roles for each key player. Their suggestions include:

- **Insist upon rigorous coordination, strategy, and divisions of labor among organizations working in the field of immigrant rights.** Roberto Suro shares his concern that the philanthropic community has created a “**hydra headed monster**” in the immigration field in the U.S. by funding groups that do not have a well-coordinated, shared approach. He shares that the “little pieces” have not added up, and that “everyone [would have] a different answer” if asked who the leader of the immigrant rights movement is.

In order to maximize impact, Roberto recommends that funders **hold organizations accountable to creating a real “unity of effort,”** constantly assessing, reevaluating, and re-strategizing, using information technology, and keeping records. Many organizations do not practice this type of coordination, according to him, and funders have the opportunity to help organizations **build alignment and reduce redundancies** in a range of areas, including advocacy and service provision. Organizations and funders can come together and determine divisions of labor, based on factors such as organizational strengths, service populations, and geographic areas.

- **Encourage proactive strategies that support the work of other organizations.** Gregory Cendana shares that it would be helpful to push funders to “think about how they are helping to **better connect or support the cross-pollination of different grantees.**” He explains the importance of **proactive strategies**: “I think right now, there’s a lot of reactionary stuff. X happened in Ferguson, X happened in Staten Island, X happened in Baltimore.... I don’t think there is yet a more proactive strategy. If UWDN is one of the leading groups in that, that will encourage other folks to think about if this something they want to prioritize too.”