

The background features a black field with several large, colorful, stylized arrow shapes pointing to the right. The arrows are yellow, light blue, and light red. In the upper right corner, the text 'NEXT UP' is written in white, with a small white arrow pointing up and to the right.

**NEXT
UP**

2020-2025 STRATEGIC PLAN

DEAR FRIENDS,

For nearly 18 years we've aimed to be Oregon's next generation, doing democracy right. This work is rooted in our belief that when young people boldly lead, our democracy evolves to be more inclusive and accessible, and our communities become stronger, more resilient and thriving. America was founded on colonialism, capitalism, and white supremacy, and Next Up seeks to actively dismantle these systems of oppression through our mission, vision, and values.

While Next Up has always centered youth voices and championed the leadership of young people, we also acknowledge that we have been complicit in upholding systemic racism and other forms of oppression. Our organization has primarily benefited white voters, emerging political leaders who are white, and public policies supported by white people, which has harmed communities of color. Additionally, our internal culture has been characterized by many patterns of white supremacy culture.

Over the course of the last year, our staff, Boards of Directors, and key volunteers have engaged in deep and reflective conversations around equity realignment and dismantling white supremacy culture in our organization. Next Up is working diligently to advance equity in and through our organization. We are committed to the challenging and imperfect process of continuous learning (and unlearning) that will be necessary to realize our vision of a more equitable Oregon, and the strategic framework you are reading right now is reflective of this process.

This 2020-2025 Strategic Framework is one way we are setting the tone now and into the future, as a way to guard against the disruption of staff and leadership transitions, shifting priorities, and changing political landscapes. We hope that after you read this strategic framework you will want to ask questions, give us feedback, and seek opportunities for collaboration. This work cannot be done alone and we look forward to hearing your thoughts.

Thank you for your continued support and we look forward to the next five years of growth.

Samantha Gladu, Executive Director

Sanne Stienstra, Next Up Board Chair

courtney graham, Next Up Action Fund Board Chair

WHO WE ARE

WE ENVISION AN OREGON WHERE YOUNG PEOPLE BOLDLY LEAD THE STATE FORWARD, OUR DEMOCRACY IS INCLUSIVE AND ACCESSIBLE, AND OUR COMMUNITIES ARE STRONG AND RESILIENT.

NEXT UP amplifies the voice and leadership of diverse young people to achieve a more just and equitable Oregon.

NEXT UP ACTION FUND amplifies and engages the next generation of Oregon's leaders to build political power and fight for a more just and equitable Oregon.

NEXT UP BOARD

Sanne Stienstra, Chair
Zoe Bluffstone, Secretary
Wlinsvey Campos, Treasurer
Amanda Squiemphen-Yazzie
Auna Castellón
Amira Tripp-Folsom
Gabrielle Cosey
Hannah Alzgal
Jonathan Frochtzwajg
Kenya Juarez
Mahala Ray

Our Next Up Board of Directors provides oversight and support to our work. The Next Up Board is comprised of 11 people ranging in age from 17-34, is 90% women, 64% BIPOC (Black, Indigenous, People of Color), and 20% LGBTQ.

NEXT UP ACTION FUND BOARD

Courtney Graham, Chair
Hayden Miller, Secretary
Jonathan Frochtzwajg, Treasurer
Amanda Squiemphen-Yazzie
Hannah Alzgal
José Luis Jimenez
Kenya Juarez
Mahala Ray
Robin Ye
Sanne Stienstra
Wlinsvey Campos
Zoe Bluffstone

Our Next Up Action Fund Board of Directors are 12 people with a richness of experience, ranging in age from 23-34. The Next Up Action Fund board is 66% women, 50% people of color, and 33% LGBTQ.

GOAL #1

ENSURE THAT OUR VALUES OF JUSTICE AND ANTI-OPPRESSION ARE WOVEN INTO EVERY ASPECT OF NEXT UP'S WORK AND CULTURE

INTERNAL POLICIES & CULTURE

Become a strong multicultural organization, centered on anti-racism, anti-oppression, and mutual solidarity that withstands staff and leadership transitions

Incorporate diversity, equity, and inclusion in our values, program evaluation, and prioritize investments that help us strengthen our analysis of undoing racism and dismantling white supremacy culture

Document and share our work with the public, with the knowledge that it will be helpful to future generations of organizational leadership and in transitions

Implement evaluation practices with all volunteer leaders, fellows, staff, and for large events, which gauge our effectiveness, retention, and inclusion and have an intentional system of follow up with staff

BUILDING ALIGNMENT WITH PARTNERS

Create and cultivate intentional partnerships with communities of color, engaging in mutual learning, collaboration, and bold transformation of our sector

Be a leader in our progressive community in the area of making investments in building shared language around systems of oppression, anti-oppression, and anti-racism

Use our social and political capital to ensure that other organizations and white leaders are investing in undoing racism and developing a network wide language and analysis around anti-oppression and anti-racism

STAFF & BOARD LEADERSHIP

Young leaders from backgrounds underrepresented in political organizing should be leading our decision making

Develop an organizational commitment and processes to intentionally onboard and develop staff and board directors, to give the skills and confidence needed to overcome imposter syndrome and structures of oppression that have historically kept leadership structures white and wealthy

GOAL #2

STRENGTHEN ORGANIZATIONAL INFRASTRUCTURE AND CAPACITY TO ENSURE GROWTH AND SUSTAINABILITY FOR THE NEXT 20 YEARS

GROW OUR BUDGET TO SUPPORT OUR WORK, WHILE MAINTAINING AT LEAST 3 MONTHS OF OPERATING CAPITAL BY BUILDING A STRONG BASE OF FOUNDATION FUNDING, ENGAGING INDIVIDUAL DONORS, AND THROWING FANTASTIC PARTIES

Establish meaningful and functional systems for donor stewardship, including communication systems, frequent appreciation, and meaningful, fun events

Improve our prospecting game, involving all staff, board, and our communities in the search and cultivation of foundations, major donors, events, and monthly sustainers

Share our story loud and proud and highlight our accomplishments to bring in more funding; cultivate board, staff, and volunteer leaders to celebrate our victories and share them

Cultivate financial support that lends toward scaled reach and expansion

DEVELOP STRONG FINANCIAL LITERACY AMONG STAFF, BOARD, AND KEY VOLUNTEER

Provide training for board and staff about how to read financial statements

Collaboratively create budget, budget amendments, and funding priorities with board, staff and key volunteer leaders

Involve our base in our fundraising goals

GROW AND DEVELOP STAFF TO ADVANCE ORGANIZATIONAL GOALS WHILE CARING FOR OUR EMPLOYEES

Increase FTE to effectively implement our programs, fundraise, and facilitate professional, efficient operations

Maintain commitment to providing staff with equitable pay and benefits, opportunities for professional development, and an empathetic and supportive workplace culture. Next Up will prioritize the well-being of staff in making decisions about organizational growth

GOAL #3

DEVELOP, CHAMPION, AND STRENGTHEN BOLD YOUTH-LED MOVEMENTS WORKING TOWARD A MORE EQUITABLE OREGON

DEVELOP BOLD LEADERS

SHIFT POWER AND BROADEN THE LEADERSHIP PIPELINE, OPENING DOORS FOR MORE PEOPLE OF COLOR, WOMEN, IMMIGRANTS AND REFUGEES, LGBTQIA+, AND LOW-INCOME YOUTH TO BECOME PUBLIC SERVICE LEADERS

Sustain, build, and facilitate year-round cohorts of diverse young adult leaders (ages 14-35) who mobilize with their peers throughout the state to change policy, systems, and institutional practice by way of organizing

Train multicultural young people to be public interest leaders, serving on boards, commissions, organizations, and in elected office

Continue to build and refine systems of volunteer engagement and management that ensure that we are retaining, celebrating and developing our youth volunteer leaders and centering them in organizational leadership

MOBILIZE YOUNG VOTERS

AMPLIFY YOUNG PEOPLE'S VOICES IN POLITICS BY USING OUR PROVEN HOLISTIC ORGANIZING MODEL TOWARD COLLECTIVE ACTION THAT BUILDS A MORE INCLUSIVE MOVEMENT FOR A JUST DEMOCRACY

Engage youth in politics through cultural and transformational organizing, which will inspire them to turnout to vote (and inspire lifelong engagement on the issues they care about)

Consistently be in the top 5 for youth turnout in national elections, making Oregon a place where elected officials are accountable to young people and the political power of young people is fully recognized

Connect young people with voting rights and systems change as a central passion, by defending and expanding voting rights

Grow political literacy among youth, ensuring that they know their own political power to transform their communities

Achieve voter registration parity for younger generations, and work with partner organizations to achieve voter registration parity of communities of color

ACHIEVE SYSTEMS CHANGE

DISMANTLE THE STRUCTURAL BARRIERS THAT OUR GENERATIONS ARE FACING, AND PASS POLICIES MAKING IT EASIER TO BUILD REPRESENTATIVE DEMOCRACY WHERE OUR LEADERSHIP REFLECTS THE COMMUNITIES SERVED, AND ENSURE THAT YOUNG PEOPLE LEAD THE WAY

Continue to push the boundaries of what is realistic, acceptable, or achievable for Oregon's future by championing innovative public policies that advance racial, gender, economic and environmental justice for the next generation

Lend resources, time, and collaboration toward efforts that advance racial, economic, and gender justice; we'll prioritize working with people of color-led organizations, organizations/groups dedicated to anti-racist work, and underrepresented constituencies

Establish, implement and continuously evaluate systems and processes to ensure constant feedback and guidance from young people on flagship policy changes and campaigns

Manage and maintain relationships with lawmakers and other elected officials at all levels of the political systems; identify and cultivate progressive champions whose priorities align with Next Up's mission and vision

Strengthen the pipeline for young progressive leaders to be trained for office and win

INCREASE REPRESENTATION FOR DIVERSE YOUNG PEOPLE

BUILD HUBS OF YOUNG PEOPLE THROUGHOUT THE STATE WHO ARE ABLE TO MOBILIZE, GROW, AND ADVOCATE

Intentionally cultivate young people in areas where political representation is not satisfactory, so that we can achieve systems change across the state

Increase representation of young people throughout leadership bodies of local jurisdictions

Ensure that diverse young people are well represented; as our state's demographics change so should our leadership bodies

Change the culture so that youth leadership transcends the urban rural divide and increase cultural agility among different communities