



DESTINATION 2034

UNITED WE GROW, UNITED WE THRIVE

Welcome to our 2034 flourishing journey map: United We Grow, United We Thrive. We are grateful and energized to openly offer this collaborative, intergenerational journey map for how we see our love, our people and our planet, and our youth-led organization continuing to nourish our movements and support us to grow free together. In 2024,

United We Dream is a powerful community of leaders, members, stories, experimentation, and liberatory change. We simultaneously celebrate and learn from our growth and seek a clear and strategic understanding of how we are currently best positioned to nurture our next era and beyond of abundant love and thriving.

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Our love grows out of freedom seeds¹ planted decades ago, being sown today, and felt a century and more from now.

ALL ORGANIZING IS SCIENCE FICTION. WE ARE BENDING THE FUTURE, TOGETHER, INTO SOMETHING WE HAVE NEVER EXPERIENCED. A WORLD WHERE EVERYONE EXPERIENCES ABUNDANCE, ACCESS, PLEASURE, HUMAN RIGHTS, DIGNITY, FREEDOM, TRANSFORMATIVE JUSTICE, PEACE. WE LONG FOR THIS, WE BELIEVE IT IS POSSIBLE.

ADRIENNE MAREE BROWN, SCIENCE FICTION STORIES FROM SOCIAL JUSTICE MOVEMENTS, OCTAVIA'S BROOD

¹ The statements (freedom seeds) depicted here were shared at UndocuSummit 2023.

The importance of citizenship beyond documentation.

I am excited to continue to amplify the voices of those who are left out of the conversations and eventually they have an opportunity to participate. I look forward to having our future leaders truly represent & listen.

FREEDOM SEEDS

Reshaping migration as something empowering and not something done out of desperation.

Excited for when me, my family, and people like us are able to work and feel like a participatory member of society and not just a person making ends meet at jobs with bad conditions.

We have so much love for one another. How will we ensure that we have space for our love, for humanity, and to be wholesome, to spread that love and encouragement to one another?

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PART 1: CELEBRATION



OUR COMMUNITY IS STRONG AND GROWING

United We Dream (UWD) is one of the most impactful and the largest, youth-led organizations in the United States. By 2024, we have grown to more than one million members, with a total of five million people reached every month through our various channels, and affiliates, chapters, and hubs located in 25 States, connecting our membership across the country. Throughout our fifteen-year herstory, United We Dream members have built spaces where young people, who are often invisibilized, treated as political pawns, and vilified in politics, can support one another and spark joy, resilience, and transformation in ourselves and each other. We know how to combine bold vision and creative strategy with evolving healing and spiritual practices that change the world.

By weathering difficult conditions and lifting up our gifts and connections, we have grown

and become stronger. We have built a bold and bright organization and network that can withstand the changing terrain of politics and systems. Today, UWD is accomplishing and thriving in ways unimagined when we first began. And the former members and leaders who developed as organizers at UWD are now seeding dreams in so many different movement spaces beyond this organization.

Our power lies in leveraging the story of self to manifest the story of us. We believe that our personal transformations will seed an undeniable, powerful community that will, in turn, seed systemic transformation. The cultural power UWD unearthed from sharing our lived experiences and stories as undocumented young people has nurtured a community of movement leaders that grows more powerful by training and inspiring a new generation of leaders to lead strong campaigns.



TOO OFTEN, OUR STANDARDS FOR EVALUATING SOCIAL MOVEMENTS PIVOT AROUND WHETHER OR NOT THEY ‘SUCCEEDED’ IN REALIZING THEIR VISIONS RATHER THAN ON THE MERITS OR POWER OF THE VISIONS THEMSELVES. BY SUCH A MEASURE, VIRTUALLY EVERY RADICAL MOVEMENT FAILED BECAUSE THE BASIC POWER RELATIONS THEY SOUGHT TO CHANGE REMAINED PRETTY MUCH INTACT. AND YET IT IS PRECISELY THESE ALTERNATIVE VISIONS AND DREAMS THAT INSPIRE NEW GENERATIONS TO STRUGGLE FOR CHANGE.



Amidst some of the most concerted attacks on our community and movement, we are returning to our creative, innovative youth roots to focus our sights and dream big. In 2023, up against rising facism and white nationalism and losing ground at the federal level, we mindfully went on a journey together to assess and celebrate our strengths and growth and to vision our next 10, 50, and 100 years and beyond as an organization. We explored our roots and surveyed our current realities to arrive at our vital role and large capacity to drive positive change in the immigrant rights movement, across social justice movements, and for all people and the planet. Along with you, we believe we are the protagonists of our future stories.

Here, we share our collaborative strategy journey and our emerging strategic vision .

- **In part 1** we celebrate our collaborative mapping process, dig further into

our herstory, and share the commitments we're making to more deeply live our values and pave the way for UWD's future leaders.

- **In part 2** we share the wider political and social landscape, analyze our power as an organization and within various movement ecosystems, unpack our political focus and lens, and describe where we need to plant seeds and put down anchoring stakes today and over the next ten years, staking our collective power on the free and bright futures we want.
- **In part 3** we invite you to co-sign our journey map and we offer gratitudes for all the many hearts, minds, and hands involved in shepherding UWD and our people into our next ten-year innovation pathways.





United We Dream[®]
#HERETOSTAY

COLLABORATIVE PROCESS

How was this emerging strategic vision created?

We **collaboratively designed the process**, the questions, and our goals and named what was important to us.

NOVEMBER 2022 THROUGH JANUARY 2023

The 3 leadership bodies of UWD, the National Leadership Committee, the Board of Directors, and the Staff co-created and designed the process.

We **formed the Destination 2034 Team**, a cross-organizational team, with representative members from staff, the NLC, and membership, to guide and steward the 10-year strategic visioning process. *(Please see members of this team below.)*

JANUARY 2023 THROUGH FEBRUARY 2023

Creation of the cross-organizational team that will guide and steward the 10-year political priorities.

We then **launched the process in March 2023 at the All-Leadership Retreat**, which gathered the three leadership bodies of UWD: NLC, Staff, and Board. Here are some of the steps along our journey.

MARCH 2023

All-Leadership Retreat in Arizona to develop 100-year visions for liberation; 50-to-25-year- and 10-year ideas for what helps us achieve our visions; and practice mindfulness and embodiment together.

MAY 2023

Alma/Soul Session dedicated to Liberatory Economy.

JUNE 2023

Cross-Org Team virtual retreat.

JULY 2023

Alma/Soul Session on spiritual resilience and mindfulness.

AUGUST 2023

Celebrated being mid-way through process and held a Feedback Period for all leadership bodies to gather feedback and see if we are moving in the right direction.

SEPTEMBER 2023

Alma/Soul Session dedicated to white nationalism.

OCTOBER 2023

Cross-Org Team Meeting and UndocuSummit.

DECEMBER 2023

Alma/Soul Session dedicated Transnational Solidarity.

FEBRUARY 2024

Alma/Soul Session dedicated Abolition.

DESTINATION 2034 CROSS-ORGANIZATIONAL TEAM

The UWD Destination 2034 Cross-Organizational Team was called together to shape, inform, and support implementation of UWD's strategic directions process. The team designed a process that could name pillars for UWD through 2034 and captured that process through this journey map.

The United We Thrive journey map also contains core elements of the ten-year strategy that reflects United We Dream values and goals.

The 2034 Cross-Organizational Team reflects the multiple leadership bodies and

communities of UWD. Members of the team share with respective bodies the status of planning, gather feedback and ideas, and encourage participation.

We are aiming for Board approval of the ten-year innovation pillars and plan by March 2024. Members of the 2034 Cross-Organizational Team: Deyanira Aldana, Karen Fierro Ruiz, Alejandra Gomez, Emmanuel Gonzalez, Yasmin Martinez, Greisa Martinez Rosas, Ismael Melendez, Michelle Ming, Michelle Murguia, and Karina Ruiz De Diaz.

THANK YOU, UWD.

Where have we been as an organization?

From the beginning, UWD understood that fundamentally everyone is a VISIONIONARY, A VISION SHAPER AND DREAM BUILDERS, not because all people are undocumented, but because everyone's story of self, every young person's dream and their families, and everyone's humanity and dignity matters, and all of our stories together have shaped United We Dream to be what it is today. In this way, we chose each other—our power, joy, resilience, our vision and values. Making this choice from the beginning is how we're still here, thriving past external and internal forces, tensions, and movement heartbreaks. Still, we chose each other, and we keep striving forward.

From the beginning, UWD has been uniquely successful, not despite, but precisely because of the youthful Innovation of our leaders and members. When we found ourselves in the "coat and luggage room" during a national immigration reform conference, we knew we couldn't rely on

others to build our vision. We needed to build it ourselves. United We Dream Network was dreamt up as the vehicle that would put undocumented youth in the driver's seat, allowing us to explore, experiment with, and practice our visions. We began with the clarity of our purpose — to be the political home of immigrant young people — and developed guiding principles to ensure that while we were growing we would stay rooted in our purpose.

From the beginning, we have been more than the common story people tell about UWD, that we became the voice of undocumented and immigrant youth at a time when young people were not respected, listened to, or given support to lead. The first seeds of UWD were born out of necessity—campaigns like "We Are Marie" and "We Are Kamal" to stop the deportations of our immigrant youth leaders. **But even those campaigns were at their core about more than deportation.**





UWD Members Hold a Press Conference in DC hours after the Senate introduced their Immigration Reform Bill in 2013

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**IT BEGAN AS AN IDEA, A CHANT,
A BANNER, A STATEWIDE TOUR,
A CONFERENCE CALL—A SHARED
THEORY: IF WE ALL UNITE AND DREAM
BIG, EVERYTHING WILL BE POSSIBLE.**

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Those campaigns were the seeds of our guiding principles, spanning our stories and our power to our loving community and more. Even when the campaign was fighting for pathways to citizenship, we were also always fighting for more than that. We were already dreaming bigger than citizenship and “legalization.”

From the beginning, we have been queer and intersectional, declaring ourselves queer and unashamed, along with undocumented and unafraid. From the beginning, UWD has co-conspired with a broad, united front and multi-issue coalitions to lift the voices of and build power for undocumented youth, families, and communities. We built broadly with US citizen children of undocumented people, formerly undocumented people, families, and other communities of color with independent political power-building, solidarity, and coalition power.

From the beginning, we knew we had to be bold and be open to making mistakes to live toward our vision. Along the way, we failed together and won together. It was our stories and our tactics that resulted in the only immigration relief program to come about in decades, changing

the trajectory of 800,000-plus young people and our families. **From creative and powerful campaigns, to building our healing and spiritual resilience, we were able to build power and transform lives. We built a movement and an organization that would not crumble on up or down votes in Congress.**

From the beginning, UWD has been a powerful force for our people, a place to really dream and change the world. Throughout our 15-year herstory, we have risked and gained to create this now strong institution and vehicle for youthful innovation. Today, we want to take full advantage of this herstory and all that has been built, created, and transformed as we go into our next chapter. How we innovate is important. It’s our secret sauce. Through innovation we invest in ourselves and build this institution, which is an incredible value to future leaders.

For all of this and more, we are grateful to United We Dream, the community, the organization, the individual and collective stories, and the idea. All of these aspects of UWD have given us life, **and we are thankful for this herstory.**





UWD members hold walkouts across the country in 2019

COMMITMENTS.

What is core to our values?

As we began our journey mapping in 2023, setting our sights on where we wanted to go next, we engaged in a visioning strategy session to deepen shared understanding of our values. We spoke openly to each other about our herstory and our guiding principles and direction as an organization, deciding to write our values down and build on past iterations of our vision and principles. In this way, we intended to help our values come more to life throughout our communities and our work.

To manifest our vision of the world, **UWD is excited to commit to the following practices with ourselves, with each other, and with our communities. It is with these commitments that we journey forward together.**

1) Joy, Love, Community Care, and Abundance: We honor and celebrate life and cultivate a community of joy, love, community care, and abundance.

2) Mindfulness, Embodiment, and Sustainability: We commit to life affirming practices that root us in our commitment to healing,

transformation and practicing sustainability.

3) Intersectional, Queer AF, Community Centered, Women-led: We are community centered, Queer AF, intersectional, and women-led. We celebrate our wholeness and build communities for learning and collective action.

4) Interdependence and Community Governance: We believe the world should center life — humans, animals, and our environment. We honor our interdependence by building community power and community governance. We work towards a world in which all living beings, creatures and our environments are valued not exploited, commodified or criminalized.

5) Multigenerational, Spiritual, and Ancestral: Life is a sacred multigenerational journey. We are today's immigrant youth leaders, we honor and learn from the leaders before us and work to be responsible stewards for the leaders and movements after us.

DEAR FUTURE LEADERS.

How do we want to move forward?

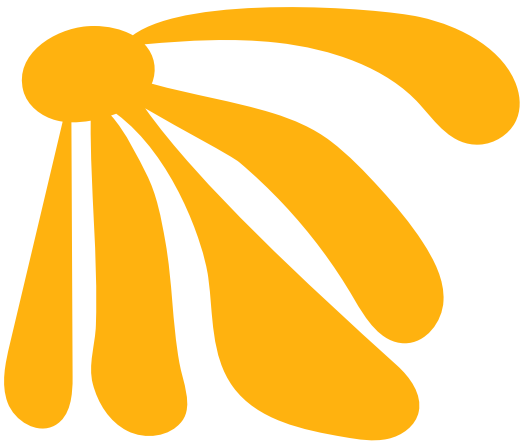
United We Dream was founded in the core belief and practice of uniting youth around our greatest imaginations for a more just world for our people, for everyone, for our planet. Those first freedom seeds of UWD were planted in the ground by our movement ancestors and were nourished and cultivated by our founders and the organizers and leaders who they recruited in schools, over coffee, while chanting during actions. Following this trajectory, we know that our work is to continue cultivating and planting new seeds so that each successive generation of youth leaders that join UWD can enjoy the fruits of the garden while also growing it to fit their needs and their vision.

We have looked at where we began to better understand where we are now. While holding onto and honoring what has helped before and will continue to help us along the way, we look into the next 10 years, seeking to understand what new visioning seeds we must plant and how we must move and grow beyond where we have been to best prepare our collective garden for the leaders to come in 25, 50, 100 years. As a youth-led organization, UWD knows that future generations will need to do the same, and **we welcome and celebrate future leaders evolving beyond us in their time for their needs.**

One of the freedom seeds we will plant and nourish for our future leaders is spiritual resilience. There are **major threats now and ahead of us.** We have seen attacks on our communities spanning the spectrum from dehumanizing narratives to resulting threats on our very lives; and from all sources media, state, paramilitary groups, etc., In order to not only withstand these attacks but win for our people, we must build a practice of spiritual resilience.

We know that in big moments of crisis when the floor underneath us crumbles, our strength to persevere comes through leaning on one another, through the ability to lean in and tap into a deep sense of purpose and ancestral power. Connecting again and again through the power of intergenerational evolutions has brought to fruition the best breakthroughs in our movements. To meet our needs for holistic, long-term transformation, building our capacities for spiritual resilience, generation to generation, has been and remains a strategic imperative.

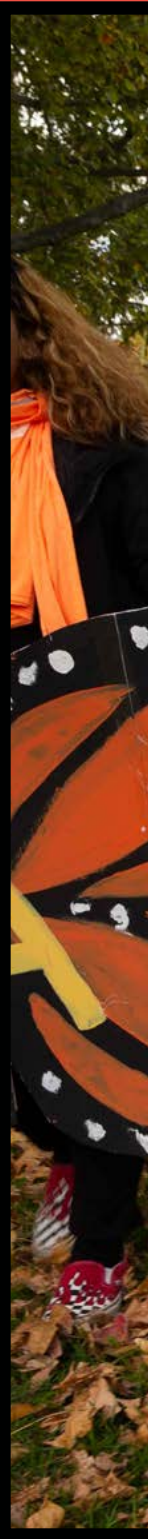
Our mandate is to work towards transformation in our time in ways that protect the magic of UWD across time and place. In order to preserve and grow our garden, **we must seed our dreams daily. We must affirm spiritual resilience as an essential practice for the next ten**



years and beyond of United We Dream. We must grow the vision of our herstory and build and broaden UWD's spiritual resilience practices and know-how to support the flourishing of generations of UWD to come. We must honor those who fought before us and lead our current world to a better place for those who will lead in the future.

We are alike, generation to generation, in that we all carry the magic and tenacity to keep growing toward our collective freedom. Today, we are the founders of the next one hundred years of UWD, and we are planting seeds that will be part of UWD's future in ways that we can't imagine their use now, though we all reach for liberation, joy, and our communities' wholeness.

We are connected across time. And we bear responsibility in those connections, to ourselves and to each other. As United We Dream sets our next 10-year political pillars that will serve our 50-year and 100-year vision for liberation and justice, we lift up the voices of our founders and all of those who have touched, shaped, and led UWD, those whose names we know and those whose names we do not. We recognize you and appreciate you in helping UWD grow and build forward. And we lift up the song of those who haven't yet but will one day join us. In this way, we affirm that we can't transform without showing up for ourselves and each other and we don't pretend to be able to.



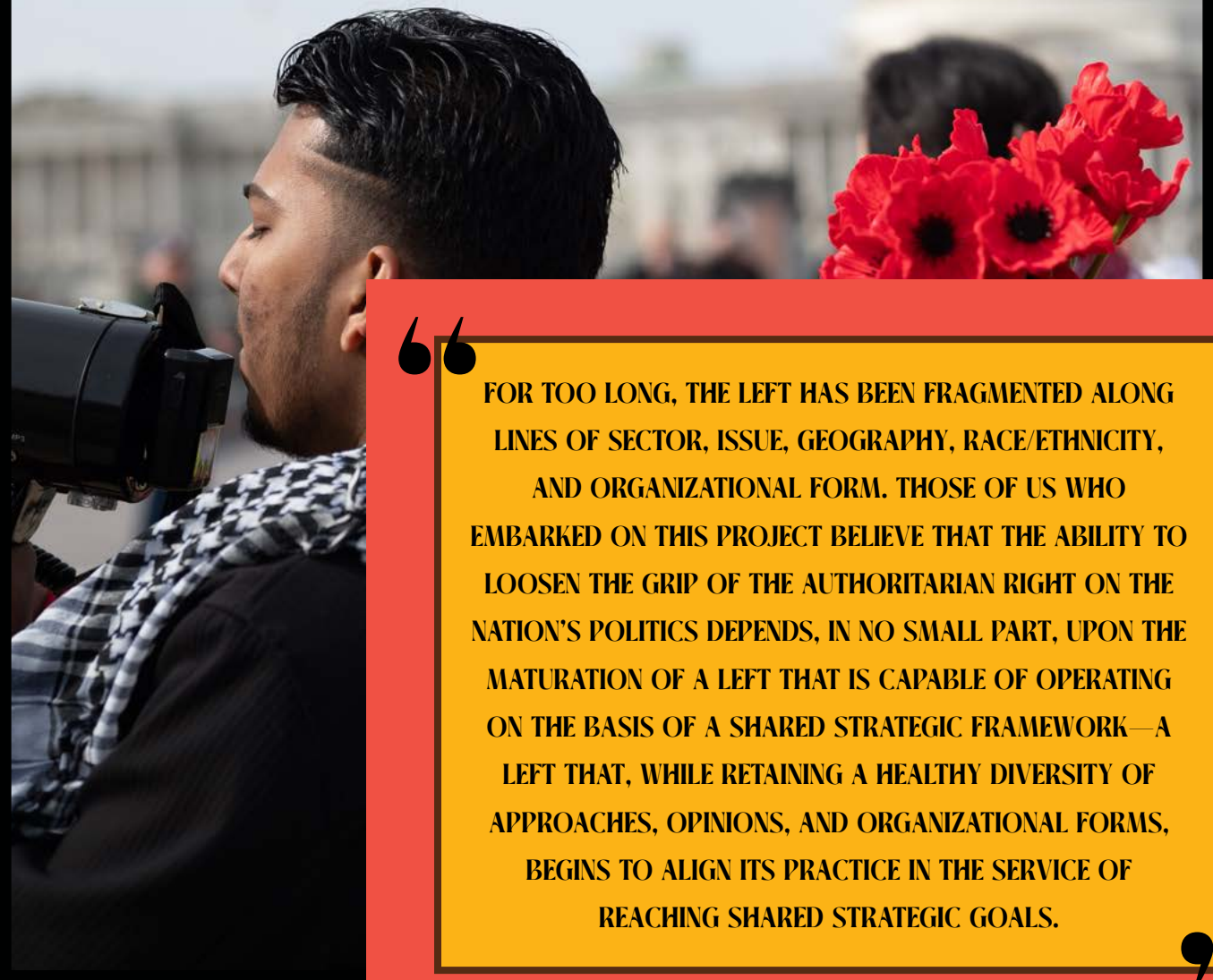


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**WE ARE READY TO
LIVE FREER AND
THRIVE MORE
TOGETHER.**

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PART 2: UWD'S STRATEGIC FOCUS



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FOR TOO LONG, THE LEFT HAS BEEN FRAGMENTED ALONG LINES OF SECTOR, ISSUE, GEOGRAPHY, RACE/ETHNICITY, AND ORGANIZATIONAL FORM. THOSE OF US WHO EMBARKED ON THIS PROJECT BELIEVE THAT THE ABILITY TO LOOSEN THE GRIP OF THE AUTHORITARIAN RIGHT ON THE NATION'S POLITICS DEPENDS, IN NO SMALL PART, UPON THE MATURATION OF A LEFT THAT IS CAPABLE OF OPERATING ON THE BASIS OF A SHARED STRATEGIC FRAMEWORK—A LEFT THAT, WHILE RETAINING A HEALTHY DIVERSITY OF APPROACHES, OPINIONS, AND ORGANIZATIONAL FORMS, BEGINS TO ALIGN ITS PRACTICE IN THE SERVICE OF REACHING SHARED STRATEGIC GOALS.

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Project2050: Toward the Development of a Shared Strategic Framework on the U.S. Left and more from now.

OUR PATHS TOWARD COLLECTIVE LIBERATION AND FREEDOM MUST EVOLVE

As an organization, UWD is responsible for developing a shared and honest understanding of our role in building collaborative pathways to liberation and freedom. This is how we best heed the call of our members and show up excellently for our movements. We are willing to take the time and space to clearly see ourselves, to see our past impact and our future or potential impact.

Through this journey, we have made it a main practice to give time and attention to 1) the political and social landscape we find ourselves in, 2) the power we have, have built, and still need to build and cultivate, 3) our political pillars and how they are shared across youth, immigrant, and allied organizations and communities, and 4) how our contexts, powers, and pillars point us towards strategic areas for innovation in our next ten years.

Being clear about our current context and the actual power within ourselves allows us to be clear about our role in the ecosystem, what is the highest and best use of the vehicle that is UWD and what is the bigger “we” UWD is supporting to build, knowing that we cannot win alone. The clearer we are about where we are starting and where we can make the most impact, the freer we actually become to dream big. Knowing that

every phase of experimentation, even the stumble and the resulting learning, will be grounded in the needs and realities of our communities and the authentic expertise we bring.

We need a vision that firmly plants our feet in the next ten years with clarity and focus but also trains our eyes 25, 50, 100 years out to the realities our next generations will inherit. We chose ten years as a framework within which we have the flexibility of long-term and near-term mapping. Coming out of this journey mapping document, we will build an Activation Team that will design and operationalize a 3-year work plan to give concrete shape to the vision. We can and will continue to share our long-term visions and our near-term work plans that will arise and evolve around and through our ten-year political pillars.

United We Dream’s core power is harvesting the story of self to manifest a transformative story of us. By being clear about who we are, where we are, and what is important to us, we are weaving the stories and dreams of our communities to usher us into a story of us that we can all stand behind.

LANDSCAPE.

Where are we now?

We recognize that the context and conditions we live in are always shifting and that one of our superpowers lies in our capacity to adapt to change. In fact, we have had to become skillful not just at evolving with change but at analyzing the evolving time, place and conditions that we are living and organizing in, including the forces, factors, and trends that are **challenging or constraining** us and those that are **supporting us** to achieve our goals.

Our 2023 journey mapping process drew on years of collective, hard-won wisdom across allied movements and coalition partners, including our own track record of innovation, experimentation, and transformational growth and helped us see major trends, challenges, and opportunities now and ahead. We are taking particular heed of the following trends.

1. **Movement partners like the Rising Majority and Project2050 have shown that there is a clear and present danger of fascism and white supremacy growing in the U.S. and across the globe. Regardless of the 2024 elections, this trend may not have an inevitable end, but the potential for the continued shrinking**

of humanitarian security is strong and forceful, **and we have to be able and ready to fight back.** Oppositional forces have selected immigration and immigrants as the political vehicle to advance their agenda, and, as a result, across the globe, our people are feeling the brunt of increasing dehumanization when migrating as well as climate injustice forces.

2. **Immigration and immigration reform are not the only issues on the chopping block in left and progressive spaces and politics. We must build multisectoral, multi-issue strategies that center working class people and move our organizational vehicles and movement strategies beyond siloes to build a united front. We will all have to continue to move in different ways based on region and other local and**

NO MATTER WHO WINS THE ELECTION, WHITE SUPREMACY AND FACISM ARE COMING. IT'S NOT INEVITABLE BUT WE HAVE TO DO SOMETHING ABOUT IT...AND WE HAVE TO START WITH OURSELVES IN AN EMBODIED WAY.

- Greisa Martinez Rosas

hyper-local situations, even while we plan and move together in solidarity and synergy formation to build the conditions for national change. The piece of this shared formation that UWD holds itself responsible for is **the activation and politicization of young people, more specifically, the centrality of young immigrants and the US citizen children of immigrants in realizing both nimble and lasting change.**

3. Young people have long been at the forefront of defeating fascists and pushing back against these regimes, and so **we need a vibrant, strong youth identity** that embraces a labor or working class analysis. We must be of and by young people, **a home for youth organizers, but also young working class Black and Brown people as an energizing force for the bloc of those who need to be both energized by UWD and energize UWD in kind.**

Because these trends flow from past and present realities, we have already been focused on building the 50-year Immigrant Movement Visioning Project's five freedoms and working to defend democracy with the Frontline, dreaming with Rising Majority on a 50-year strategy. We've been building a youth political block with others like Sunrise, Gen Z for change, March for Our Lives. And we've been getting clearer on current and future challenges and opportunities. We are taking special note of the following challenges.

1. **While we may be trying to move as a united front, progressives and people on the left are still in silos.** There have been limited spaces to practice leading with a united front. Siloing is exacerbated by challenges around congressional policy priorities, media coverage and financial struggles of Black and Brown movement organizations and communities, including divestment on the left from immigration issues and from our people.
2. **All the while, our country counts on Black and Brown people to defend against the right's propagation of mass disinformation** and support for authoritarianism. We are being asked to lead anyway and to bear the impact as working class Black and Brown people. Racist propaganda like the replacement theory has affected the national attitude towards immigrants and deepened a sense of individualism and scarcity that cuts connection to one another and creates conditions for authoritarianism to grow.
3. **The current administration has responded by moving farther to the right,** including the recent introduction of a bill that gave billions to renege on our international, humanitarian obligations for asylum and further militarizing our border communities.
4. **COVID has continued to have a huge impact on the economic devastation in our communities,** making basic needs like food, housing, and clothing

a primary focus of our energies, all still while also trying to navigate difficult work conditions and movement efforts. We've had to turn our attention to creating places of community building and resource sharing.

Our efforts offer an alternative to what the opposition wants, to be individualistic and only rely on ourselves, and so we are also taking heed of the following opportunities.

1. We have been able to have **our leadership networks and pipelines and our movement relationships with partners be collaborative, mutual, and multi-issue**, across climate change, democracy, and immigrant rights.
2. We have been able to **build lasting national and regional infrastructure** to weather political storms and attacks.
3. We have been able to find an opportunity to present an antidote to fascism in **practicing living with collective care** and doing life differently with each other.

Among UWD's superpowers is our willingness to connect and transform through our shared stories of lived struggle and experience within the changing landscapes that we live and organize in. During our journey mapping process in 2023, our UWD community itself continued to offer powerful and courageous insight about where we are and what this means about where we need to go next, noting concerns of fractured movements,

isolation and grief, lack of relationships with allies, lack of spacious, long-term, committed philanthropic investment, and not always seeing our own superpowers as immigrants.

At the same time, our commitment to resilience, transformative work, and collective care have helped us build a real base in U.S. politics. We have leveraged tested strategies, solid and effective infrastructure, and a membership and staff with commitment and skills into a trusted homebase in which young people can come together and innovative campaigns in which they can test their leadership. We have real narrative power through the wide reach of our social media mass communications and the trust our community places in our messaging. And we've been on the leading edge of building intentional, cross-movement relationships and community, strengthening the Working Families Party, Rising Majority, IMVP, and other coalitions and alliances. **We have succeeded in many ways with our past political pillars of** 1) field growth and capacity building, 2) advocacy and political agenda, 3) building strategic alliances and partnerships, 4) communications and online capacity and engagement, and 5) building organizational capacity. And there is still much to do.



ORGANIZATIONAL ANALYSIS.

What is our power?

UWD has power, is sustaining and building power, and yet we also need to continue to grow our power. We exist in all of these ways and we need to have an honest assessment of the power we have and need in order to achieve our collective vision. We are still growing and we need to think strategically and collaboratively about how we are growing.

Power that UWD has and needs to maintain includes youth power and being led by directly impacted youth. This has been the source of our most courageous and successful innovations, and we need to continue cultivating this unique power through greater member leadership development to achieve stronger strategic clarity. UWD also has cultural power built through courageously sharing our stories and experiences of being “undocumented and unafraid” and “queer and unashamed” within the movement and the broader community. This power has made us trusted and recognized and we need to continue harnessing this power to inspire hope and activate members.

Power that UWD has and needs to grow includes its political power. While we have tapped into the

political power of our base through the establishment of United We Dream Action we need to significantly grow and deepen in the next period to effectively hold politicians and officials to account and create conditions change for our community locally and nationally. Part of that work will involve deepening our local organizing to meet our members where they are and building upon our community power. It will also entail investing in our UWD narrative power to grow beyond DACA and immigration reform issues towards a broader multi-issue vision that helps us to build our base, grow our affiliates and deepen cross-movement solidarity.

Power that UWD needs to build and gain includes economic and increased political power that is independent and self-sustaining, and thus can lead to greater accountability in developing and implementing our agenda. UWD needs to

AND WE MUST MEET OUR PROBLEMS WITH GROUNDED SOLUTIONS THAT ARE DRAWN FROM A SOBER ASSESSMENT OF THE LARGER TIME, PLACE, AND CONDITIONS WE FIND OURSELVES IN. NONE OF THIS, OF COURSE, WILL BE EASY.

- Maurice Mitchell, Building Resilient Organizations

build from and leverage our multiple entities (c3/c4/PAC) and state-based infrastructures to build independent economic power in service of our political intervention. We also need political, governing power that will see our champions from our communities and for our communities in positions of decision-making power. While understanding our role and mission as based within the United States, UWD will grow stronger by tapping into the global majority and building transnational solidarity and learning from and with global youth movements, migrant and refugee movements, and movements against fascism and white nationalism led by Black, Indigenous People of Color.

Within this landscape of UWD's power, we are uniquely and well-positioned right now to look toward the following areas specifically around maintaining and growing UWD's power.

- **Leadership Pathways:** UWD can formalize our leadership pathways, developing our recruitment and cultivation strategies. This capacity building, capacity strengthening and accompaniment arm will serve the broader movement and community, as well as the needs of building UWD's base. It will also create opportunities for UWD alumni to stay connected to the organization by helping to develop and train the next generation of UWD leaders.
- **Political Power and Governing Power:** UWD can continue to harness the

partnership with our sister organization UWDA, which has tapped into the power of the youth electoral base. Although it weathered some internal struggle at first and we continue to see challenging conditions at the federal level, it has brought many local and statewide wins (including drivers licenses and safety net benefits for undocumented immigrants). Looking ahead, UWDA will strengthen its governing power from endorsing candidates, to developing those relationships to foster more accountability to our base's political vision, to ultimately cultivating our own champions and candidates to become a national political force to be reckoned with.

- **Intersectional Campaigns (Beyond Immigrant Rights):** UWD is poised to build from the momentum of transformative narrative power of undocumented youth (and their families). UWD is a critical part of the community and the movement in training and developing thousands of youth to connect immigrant youth to larger worldview issues - adopting immigration as the lynchpin lens through which they make deep connections to other issues and campaigns like climate change and global migration. UWD also can build from its movement partnerships to build/develop more intersectional campaigns. There is a hunger to move in new ways - to build our work from the understanding that our struggles are interconnected.



POLITICAL PILLARS.

What is our political lens?

Our ten-year political priorities and strategy are organized around our Four Political Pillars. The Four Political Pillars are our declaration of what we believe, our shared political lens and strategy to make the world more loving and just.

A deep dive into the pillars with detailed notes on how we are envisioning them coming to life within UWD can be found on page 28. There we describe how we are currently investing in each pillar, where we are seeking to invest for the nearer-term vision within our ten-year strategic focus, and where we are actively seeking allies and building strategic partnerships.

Political Pillar #1: Freedom to Move and Stay.

Looking toward UWD's leadership role in shaping the [IMVP Vision & Values Statement \(Freedom to Move and Freedom to Stay\)](#), Pillar #1 is strongly guided by the IMVP Statement: "All people have inherent dignity and value. Everyone should be able to live in safe and healthy conditions, protected equally under the law. Every human being deserves to embrace their complex histories and backgrounds, to dream, love, imagine, and achieve peace and liberation. We believe that migration policies must be grounded in racial, economic, and gender equity and justice." Our longer-term goals include working towards a world that decriminalizes (ends detentions and prisons), demilitarizes,

and celebrates our people's inherent freedoms to move and stay.

"Freedom to Move: All people should have the freedom to move equitably and be welcomed. Migration should be a safe, exciting, and empowering choice that is available to all, rather than an act of desperation. Migration and return are a natural part of the human experience. People move across towns and cities, across countries, across oceans and continents everyday. People move as whole selves to be free, to be safe, to work and eat, to explore, for love, joy, faith, art, and to realize their full potential."

"Freedom to Stay: All people have the right to stay and belong in the place they call home. People across the globe have a fundamental human right to economic security and physical safety, political and religious freedom, racial and gender equity, and the ability to live their sexual orientation and gender identity freely. People also have a fundamental human right to clean, healthy and adequate air, water, land, food, education, and shelter. We believe in a connected global community with shared responsibility to each other and to our planet. We imagine a world that honors people's profound connection to their land, and where families and

individuals can provide their loved ones with a better life wherever they see fit, regardless of place of birth.”

Political Pillar #1: A People-First Economy.²

An economy where immigrants thrive, where economic citizenship is about creating the conditions and opportunities for people in our communities to become full participants. We have created the conditions for economic life in which we are equal partners and beneficiaries, regardless of immigration status (i.e., immigrants are not only participating as labor or tax contributors but also able to enjoy the benefits). Our longer-term vision includes UWD partnering with unions and worker organizations to make more explicit the connection between our identity as undocumented immigrants to our identity as part of the working class. Our members’ story of self will not only proudly claim our status but will evolve to clearly speak the worth and power we have as workers. For example, UWD will advocate for policies for immigrant workers to receive social security, medicare benefits, to name a few.

Political Pillar #3: People-Centered Governing Power.

What is people-centered governance? What is UWD’s vision of governing power and ‘citizenship’ that serves our diverse and full communities? We reject the concept of citizenship as a certificate granted by an authoritarian government. Instead, we envision our members living an inclusive and expansive citizenship in which all of our communities’ stewardship and

governing contributions at local, state, and federal levels are valued and have real power to shape our world. Our vision of citizenship not only allows but compels all of us to participate. Citizenship in our vision includes all of us and will shape democratic, people-centered governing bodies - local, state, national - with the goal of supporting healthy, thriving, and interconnected communities. We understand we need power at multiple levels: self-governance, community governance, and an inclusive and participatory democracy. Our longer-term goals include building our people-centered political power by running our members for water boards, school boards, councils; and seeing more municipalities enact more inclusive, expansive voting laws to empower all residents, regardless of “status.”

Political Pillar #4: Transnational Solidarity.

UWD and UWD’s communities, members, families, networks, and movement allies are part of the global majority and its diasporas. UWD seeks to build explicit transnational solidarity with intersectional social justice movements in order to connect in community, learn from each other, dream together and strategize for collective liberation. We aim to be strategic and mindful of our position and context in the U.S. and be active within the collective of global movements. Our longer term vision is to form stronger connections and relationships with young organizers and strategists across the globe - from Chile, Brazil, South Africa to Mexico, Canada and many others - to exchange ideas and help inform each other’s approaches to power building.

² Inspired by LUCHA’s People’s First Economy Platform in Arizona.

PATHWAYS FORWARD.

Where do we need to go next?

We chose 10-year political priorities in order to take powerful steps forward in the directions we want to go next. Using our journey mapping, United We Dream is able to think strategically about taking our next steps. We have done this in the past, as with the 2013 investment in digital organizing, which has allowed us to scale our impact and shift the narrative of who immigrant youth are and what we're about, and launching our sister organization United We Dream Action tapping into the immigrant power we knew was there and that we could help wield to pressure the administration.

As we step into our next ten years, we are thinking carefully about the next innovations that will allow us to lean into our existing power to grow the power we need to seed change for our communities. These areas of innovation will come with matching investments in time, financial resources, and labor. We understand that these strategic directions we're heading in are not guaranteed wins, but rather bold and courageous experiments to push strongly toward the world we want to live in.

To choose our areas of innovation we utilized criteria that we believe will help us be successful as an organization toward our vision. These criteria are grounded in UWD's herstory, mission, and guiding principles. They include:

1. The innovation has potential for great, positive impact on our membership;
2. There is excitement from our leadership bodies;
3. The innovation is viable/feasible based on UWD's power and capacity;
4. The innovation is a unique value add in the movement ecosystem;
5. The innovation is in fact strategic and informed by the current conditions;
6. The innovation can live across our political pillars and can operationalize our commitments; and
7. The innovation can support the longevity of UWD.

We believe these criteria will be reflected over the next 10 years, with our focus and investment, in the following three areas of innovation. Over the last 15 years, we have built and strengthened our base and our organizational infrastructure to arrive at this moment when we are ready to lean into the innovative, youthful energy of our people to seed these three areas of innovation.. We have built a strong enough organization with enough power to plant these seeds, cultivate them, and to ultimately see them flower into the vision we have set forth here. A future in which the next generation of leaders from our communities are trained at their political home of UWD to lead the

progressive movement in creating the conditions for a system that neither criminalizes, detains or dehumanizes immigrants, an economy that benefits all participants, a democracy that centers the people, and a global majority progressive movement. A future in which immigrant, Black and Brown, working-class youth will be the protagonists leading our collective liberation.

Over the next ten years, we will continue to carry our original mandate of creating a political home for immigrant youth, and we will strive to catalyze our growth and effectiveness as an organization in these new areas of innovation, putting immigrant youth in the driver's seat of our collective movement for freedom, justice, and thriving.



POLITICAL & ECONOMIC INDEPENDENCE	LEADERSHIP & ORGANIZING SCHOOL	REIMAGINING & EXPANDING "CITIZENSHIP"
<p>UWD will develop new entities to grow our political and financial independence to shift, pivot and adapt to political conditions.</p> <p>Some ideas may include:</p> <ul style="list-style-type: none"> • A UWD innovation lab that will house and cultivate ideas for growing independence. This lab will be the site of our experiments that are grounded in the needs of our base and in the service of our mission • A new place based political home that will serve as a space for training and education • Growing UWD's youth electoral field operations locally and regionally • Revenue generation projects that may include: a fund or structure to encourage entrepreneurship, worker coops, etc. 	<p>UWD will initiate a new training program and/or fellowship within the membership that will harness movement moments and develop key skills for community organizing and other key roles in the movement ecosystem.</p> <p>Some ideas may include:</p> <ul style="list-style-type: none"> • Training program for leaders and new organizers • Building a training for members interested in elected office 	<p>We have always recognized that we need pathways to US citizenship AND we need more than this current version of "citizenship."</p> <p>Beginning with these next 10-years, UWD will deepen and evolve our political north star for immigrant youth by driving intersectional efforts to reimagine and reclaim what "citizenship" can truly mean - full participation in and power to shape the economic, democratic systems we live in and express our power as workers. This north star cuts across all of our work and political pillars with belonging and thriving for all.</p> <p>As an initial step, UWD will look to harness our base's and our allies' shared needs for and purposes of expanding access to live as full participants and stewards in our economic systems. UWD will strategically seed solidarity as the young immigrant working class. This will create more avenues for new members to connect with UWD as well as helping the network catalyze collective power in coalitions to seed the foundational change in local, state conditions that will ultimately set the stage for national change.</p>

For our next ten-year political pillars, we generated next steps from the overall feedback, including from the three leadership bodies (the National Leadership Committee, the Board, the Staff) and the broader membership, that we received in the process of creating this journey map. In the final phase, we continued to sharpen and

refine the strategic focus through interviews with key, strategic allies to assess viability and niche/role in the broader movement ecosystem. We also formed an Activation Team to begin addressing questions and considerations for implementation and development of 3 year work plans, which will be reassessed by leadership bodies annually.



PART 3: CO-SIGN



OUR FREEDOM AND LIBERATION TOGETHER

Invitation to Co-Sign.

Thank you for becoming familiar with our flourishing map: United We Grow, United We Thrive. We welcome you to take some time and reflect on your own thoughts, feelings, and needs. And then to consider the wider needs and strivings of others in making this visioning map come to life. You might consider the daily struggles and joys that are everywhere in this political and human work, across our movements, our ordinary lives, and our extraordinary love and connection, from plants, animals, and the ground, out to

the bustle of cars and tall buildings in cities and the noises of people and machines in small towns, to the quiet pockets, to rural landscapes filled with the sounds of insects, out farther to the stars, and then noticing all that holds us together between. And come in this moment to your own way of connecting to the visions and strategic focus UWD has laid out in this thriving map. We invite and welcome YOU. And we welcome you to join us. To sign on to our ten-year strategy, please add your signature [HERE](#).

Gratitude and Appreciation - Thank Yous.

- The founders, former leaders, members, staff and Boardies of UWD!
- All the Staff, Leaders and Members in United We Dream!
- The various formations, coalitions and alliances that we have learned from, partnered with and co-conspired with UWD over the years. Some mentioned in this document include; The Frontline, The Immigrant Movement Visioning Process, The Rising Majority, Project 2050, and many others!
- Solana Rice, Liberation in a Generation
- Rachel Gilmer, Dream Defenders
- Steven Gardiner, Political Research Associates
- Nova-lira perez, Yoga Practice Curator/ Organizer
- Donaji Lona, Somatic Practitioner/ Organizer
- Silky Shah, Detention Watch Network
- Jenifer Garcia Mendoza, UndocuHealth Program Manager
- Destination 2034 Cross-Org Team - Deyanira Aldana , Karen Fierro Ruiz, Alejandra Gomez, Emmanuel Gonzalez, Yasmin Martinez, Greisa Martinez Rosas, Ismael Melendez, Michelle Ming, Michelle Murguia, and Karina Ruiz De Diaz.
- Destination 2034 Support Team - Ingrid Benedict, Alex T. Tom, Cynthia Garcia, Sussan Lee, Anna Hirsch, Andrea Goldberg, Maurie Spooner and Greisa Martinez Rosas

APPENDIX: FOUR POLITICAL PILLARS

In the following descriptions we lay out a full description of our four political pillars: A) what the Four Political Pillars are by name, B) a description of the pillar that roughly correlates with the longer-term vision beyond Destination 2034, and C) areas that we are currently investing in, where we are seeking to invest for the nearer-term vision within Destination 2034, and where we are actively seeking allies and building strategic partnerships.

Political Pillar #1: Freedom to Move and Stay.

Looking toward UWD’s leadership role in shaping the [IMVP Vision & Values Statement \(Freedom to Move and Freedom to Stay\)](#), Pillar #1 is strongly guided by the IMVP Statement: “All people have inherent dignity and value. Everyone should be able to live in safe and healthy conditions, protected equally under the law. Every human being deserves to embrace their complex histories and backgrounds, to dream, love, imagine, and achieve peace and liberation. We believe that migration policies must be grounded in racial, economic, and gender equity and justice.” Our longer-term goals include working towards a world that decriminalizes (ends detentions and prisons), demilitarizes, and celebrates our people’s inherent freedoms to move and stay.

“Freedom to Move: All people should have the freedom to move equitably and be welcomed. Migration should be a safe, exciting, and empowering choice that is available to all, rather than an act of desperation. Migration and return are a natural part of the human experience. People move across towns and cities, across countries, across oceans and continents everyday. People move as whole selves to be free, to be safe, to work and eat, to explore, for love, joy, faith, art, and to realize their full potential.”

“Freedom to Stay: All people have the right to stay and belong in the place they call home. People across the globe have a fundamental human right to economic security and physical safety, political and religious freedom, racial and gender equity, and the ability to live their sexual orientation and gender identity freely. People also have a fundamental human right to clean, healthy and adequate air, water, land, food, education, and shelter. We believe in a connected global community with shared responsibility to each other and to our planet. We imagine a world that honors people’s profound connection to their land, and where families and individuals can provide their loved ones with a better life wherever they see fit, regardless of place of birth.”

- Fight to end detention and deportation by closing detention centers and defunding

the enforcement agencies that impact our communities.

- Using a cross-movement lens to capture the differing realities of what permanent protection looks like across movements, fight for permanent protections and basic rights for all
- Gain driver's license access across the country and commit to other such tactical fights that will add towards the longer-term goal of freedom to move and stay
- Build a narrative and cultural strategy that 1) promotes and cultivates a world grounded in abundance, self and community wellness, and love; and 2) that promotes a new understanding of the relationship between people and government that is reciprocal and grounded in community.
- Promote UWD's "New Way of Life," a world in which all immigrants are liberated and our inherent worth is undeniable. We are empowered to express, explore and create a dignified life that is limitless
 - Immigrants and those who are born in the United States believe that our lives are intertwined. People are free to choose their home; and no matter where we live, we are welcomed and cared for, and that inspires us to do the same. We work together to create equitable access to our resources (natural and human-made) in order to fulfill our basic human needs and aid us in sparking creativity and innovation for the common good.
 - In order to advance this "New Way of Life", UWD has identified key cultural power and narrative shifts such as:
 - **Self Love & Inherent Worth:** Self worth and dignity is inherent to all people. We embrace the color of our skin, our accents, our hair and our traditions with pride and joy.
 - **Abundance:** Resources are abundant and payment is not required to access adequate natural and human-made (internet, transportation, housing) resources needed to survive AND thrive.
 - **Collective Care:** Safety and security is replaced with self- and communal-care. This care is about offering support to us and them. It's about recognizing our vulnerabilities and embodying confidence in our strengths and our faults; our whole selves

Political Pillar #2: A People-First Economy.³

An economy where immigrants thrive, where economic citizenship is about creating the conditions and opportunities for people in our communities to become full participants. We have created the conditions for economic life in which we are equal partners and beneficiaries, regardless of immigration status (i.e., immigrants are not only participating as

³ Inspired by LUCHA's People's First Economy Platform in Arizona.

labor or tax contributors but also able to enjoy the benefits). Our longer-term vision includes UWD partnering with unions and worker organizations to make more explicit the connection between our identity as undocumented immigrants to our identity as part of the working class. Our members' story of self will not only proudly claim our status but will evolve to clearly speak the worth and power we have as workers. For example, UWD will advocate for policies for immigrant workers to receive social security, medicare benefits, to name a few.

- Invest in and grow alternative, community-led, locally serviced economies that support all people, regardless of immigration status, to thrive (ie. immigrant-owned worker cooperatives⁴, lending circles and community loan funds, etc.)
- Accessible, free, and quality public education for all
- Accessible, quality healthcare for all & care economy (making sure that care-givers and takers, majority of whom are immigrants, can share equally in the benefit)⁵
- Partner with housing justice alliances and campaigns, to bring the lens of our membership
- Partner with housing justice alliances and campaigns, to bring the lens of our membership

Political Pillar #3: People-Centered Governing Power.

What is people-centered governance? What is UWD's vision of governing power and 'citizenship' that serves our diverse and full communities? We reject the concept of citizenship as a certificate granted by an authoritarian government. Instead, we envision our members living an inclusive and expansive citizenship in which all of our communities' stewardship and governing contributions at local, state, and federal levels are valued and have real power to shape our world. Our vision of citizenship not only allows but compels all of us to participate. Citizenship in our vision includes all of us and will shape democratic, people-centered governing bodies - local, state, national - with the goal of supporting healthy, thriving, and interconnected communities. We understand we need power at multiple levels: self-governance, community governance, and an inclusive and participatory democracy. Our longer-term goals include building our people-centered political power by running our members for water boards, school boards, councils; and seeing more municipalities enact more inclusive, expansive voting laws to empower all residents, regardless of "status."

- Build community governance processes or partnerships that support undocumented

⁴ Examples of alternative, community led economies include Immigrant Worker Cooperatives and lending circles such as: [Worker Cooperatives & LLC's](#), [Immigrant Owned Cooperatives](#), [lending circles](#).

⁵ As shared by the National Domestic Workers Alliance, building a "care economy" recognizes and honors that "care is a cornerstone of our economy, at the center of our communities and everyday life. It's the work that is done before any other work can be done." To build an economy that truly values the contributions of care-givers, a majority of whom have immigrant backgrounds, we need permanent investments in our care infrastructure such as universal child care, universal paid leave, living wages, healthcare, a path to citizenship for the immigrant workforce, etc.

communities thriving in a local and regional way (i.e., Access to healthcare, representation in local governments and other ways local governments can support and empower undocumented communities to have more agency over their lives.)

- Demand that state and local governments and institutions be more accountable to young undocumented immigrants
- Build infrastructure and campaigns to raise resources to support one another; support and promote community abundance through our organizations and movements
- Secure voting rights at local and state levels.
- Develop policy and candidates to get progressives/leftists into office; Our first BIPOC progressive president
- Elect leaders at all levels who are politically aligned and representative of our communities
- Experiment, explore and build strategies to support UWD steadily building political and financial independence

Political Pillar #4: Transnational Solidarity.

UWD and UWD's communities, members, families, networks, and movement allies are part of the global majority and its diasporas. UWD seeks to build explicit transnational solidarity with intersectional social justice movements in order to connect in community, learn from each other, dream together and strategize for collective liberation. We aim to be strategic and mindful of our position and context in the U.S. and be active within the collective of global movements. Our longer term vision is to form stronger connections and relationships with young organizers and strategists across the globe - from Chile, Brazil, South Africa to Mexico, Canada and many others - to exchange ideas and help inform each other's approaches to power building.

- Hone clear and explicit understandings on the following themes and contexts of transnational solidarity
 - Global majority identity and global migrant shared experiences
 - Climate change solutions and displacement.
 - Experiences of war and refugee camps.
- Build solidarity in a range of areas
 - Fighting for a liveable planet and clean air and water
 - Fighting against rising white supremacy, authoritarianism, and facism



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