

2025 NATIONAL YOUTH ORGANIZING FIELD SCAN

Snapshot 2:

**Transformative Leadership
Development – From
Participation to Power**



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TRAINING THE NEXT GENERATION FOR A LIFETIME OF POLITICAL WORK

Talk to seasoned organizers in progressive movements, and one issue comes up repeatedly: we don't have enough organizers equipped with the skills needed to build power.

At its core, this reflects a longstanding challenge in the youth organizing field: too many young leaders stop engaging in movement work altogether once they age out of youth organizing spaces. In many ways, this dynamic is shaped by the field's orientation toward leadership development — piecemeal rather than holistic, and too often disconnected from the ultimate goal of building long-term, durable power. As one youth organizer explained, "There isn't the transition from being a youth or student into other forms of organizing [in the U.S.]." In other parts of the world, they said, "A lot of the sharpest leaders are people who say, 'Yeah, I started as a student doing this.' We don't seem to have that sort of pipeline in the U.S."

Yet it wasn't always this way — young organizers who went on to become lifelong political leaders in their communities have formed the backbone of countless social movements, from the civil rights movement of the 1950s and 1960s in the U.S. to the struggle against apartheid in South Africa. It is these multigenerational movements, with young organizers entering into the

work and leading across their lifespans, that have won transformative structural change in the past.

If the field's aim is to build long-term power and transform society, we face a charge to address the critical leadership development gaps facing our movement. Members are the source of power for movements for structural transformation, and taking their development seriously is the only way to win. Rather than focusing on empowering young people and seeing them merely as advocates imbued with moral power due to their age, we must recognize them as critical members of broader communities and support and train the next generation for a lifetime of political work.¹ This is the work of transformative leadership development.

¹Organizing work is often feared as being "too political." When FCYO refers to political work, it is essential to know that we are not referring to partisan politics or electoral processes. Instead, we use "political work" to refer to efforts to engage, educate, and organize everyday people around the issues that impact them and build collective power to shape how decisions are made in society.



Transformative leadership development, as conceptualized in this report, goes beyond offering youth the opportunity to participate in workshops or summer intensives. Instead, it situates leadership as a continuum of progressive responsibilities, embedded in real organizing work, and linked to the long-term goals of the organization and broader movement.

Snapshot 2 is intended not merely to document trends, but to offer analytical insights on the ways that leadership development intersects with organizing practice, strategy, and power-building. The sections that follow are organized around three transformative leadership fundamentals: training, leadership ladders, and leadership pipelines. Within each section, we probe deeper into these foundational components, integrating survey data, focus group insights, and emerging patterns from organizational practice to highlight what is working, where gaps remain, and the implications for the field's ongoing development.



WHAT EXACTLY IS TRANSFORMATIVE LEADERSHIP DEVELOPMENT?

Transformative leadership development is more than a one-off training or workshop series — it is a continuous process where youth organizers:

- Engage in ongoing political education and skill development
- Apply those skills in campaigns and organizing efforts
- Reflect on and assess their work
- Repeat the cycle to deepen learning and impact

This approach recognizes the interconnection between theory (learning) and action (organizing), ensuring that each informs and strengthens the other. FCYO's Power to Win framework provides a roadmap for transformative leadership development, combining learning and practice over time across three fundamental components:

Fundamentals of Transformative Leadership Development

Leadership Training

A strong leadership training program equips members and leaders with the tools needed to be effective organizers and strategists.



Individual

Leadership Ladder

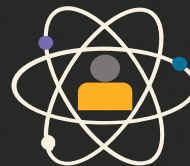
Members need clear pathways to apply skills and take on increasing responsibility within the organization



Organizational

Leadership Pipelines

Pipelines move leaders beyond their immediate organizations to other ecosystem roles, thus cultivating their long-term political identities and helping youth see themselves as lifelong organizers and civic actors.



Movement Ecosystem

Inward Facing

Outward Facing

Fundamental 1: Leadership Training

A strong leadership training program equips members and leaders with the tools needed to be effective organizers and strategists. This includes:

- **Organizing Skills:** Members develop expertise in the science of community organizing, including power analysis, member recruitment, and campaign planning.
- **Political Education:** Robust political education grounds members in an organization's structural analysis and vision, including its understanding of power and long-term strategic orientation.
- **Resilience and Emotional Intelligence:** Organizing is challenging work, and members must hold the emotional capacity to persist in difficult environments, emphasizing collective power over individual wellness.

Fundamental 2: Leadership Ladder

Learning by doing is central. Members need clear pathways to apply skills and take on increasing responsibility within the organization. A well-defined leadership ladder includes:

- **Explicit roles, expectations, and benchmarks** for advancement
- **Opportunities for taking on progressive responsibility**, including recruiting members, attending and then leading an organizing committee, and crafting and then running campaigns
- **Supportive structures to ensure growth is paired with practice**, engaging base-building and campaigns as skill building vehicles

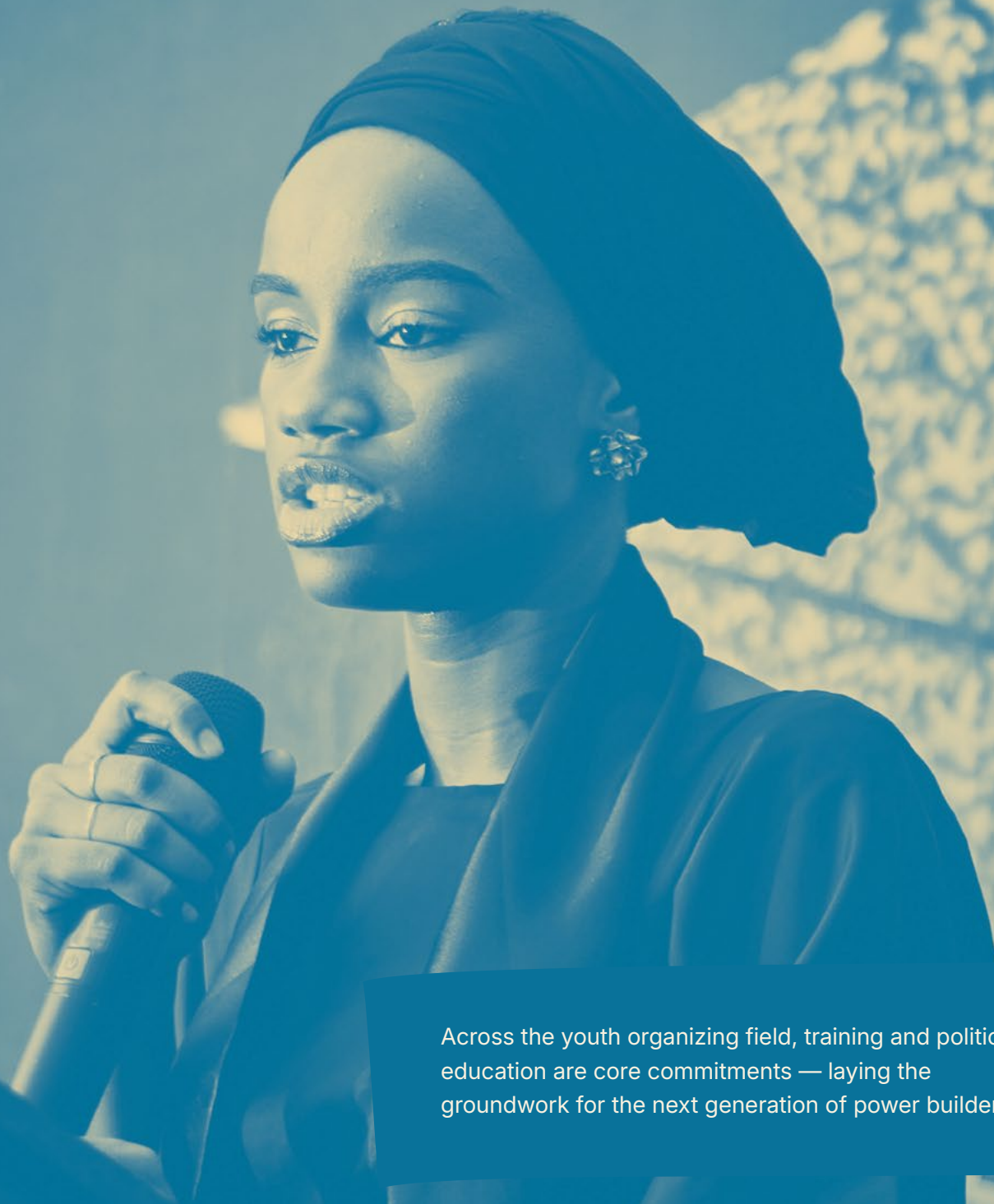
Fundamental 3: Lifelong Leadership Pipelines

Transformative leadership development extends beyond immediate organizational roles. A leadership pipeline cultivates young people's long-term political identities, helping them see themselves as lifelong organizers and civic actors. This includes:

- Partnerships with intergenerational and adult-led organizations
- Alumni networks for members to continue campaign work
- Support for ongoing political learning and skills development across the lifespan

By integrating leadership training, a clear ladder, and a sustainable pipeline, transformative leadership development strengthens both individuals and organizations, and ultimately builds the capacity for movements to achieve lasting change. These fundamentals are mutually reinforcing: training alone is insufficient without opportunities to apply skills and leadership ladders without skill-building or meaningful campaigns do not produce sustained power. It is a continuous, iterative process — one that prepares young leaders to shape and sustain power not only today, but across generations.

FUNDAMENTAL 1: TRAINING AND SKILL-BUILDING



Across the youth organizing field, training and political education are core commitments — laying the groundwork for the next generation of power builders.

ORGANIZING SKILLS: LET'S START WITH THE BASICS

Training is often the most visible component of leadership development. Workshops, retreats, and intensives are concrete, widely accessed, and fundable. But across our conversations with youth organizers, a clear pattern emerges: training alone does not build power. Training becomes transformative only when it is embedded within real organizing campaigns, reinforced through structured practice, and tied to clear pathways for growth.

Critically, the great majority of youth organizing groups recognize training as an essential component of their work: 97% of surveyed organizations report providing leadership and organizing skills training to their members, and another 95% report offering political education.

A closer look at the kinds of training that organizations offer their members and leaders, however, points to some gaps in equipping members and leaders with the basics of organizing.

97%

of surveyed organizations report providing leadership and organizing skills training to their members

95%

report offering political education



For many reasons, the field continues to grapple with a central tension surfaced in FCYO's Power to Win framework: youth leadership development has too often been shaped by a youth development orientation focused on individual outcomes (confidence, voice, civic knowledge) rather than by a power-building orientation rooted in collective struggle and structural change. This is reflected in public speaking (82%) and meeting facilitation (82%) as the most frequently reported skills training offered by surveyed groups.

The distinction matters. When leadership development is framed primarily as individual growth, training risks becoming disconnected from strategy. However, when it is framed as power-building, it is the disciplined preparation needed to move communities into collective action.

While training young people in strategic use of voice may be a shared priority, the majority of youth organizing groups do attend to core organizing skills in their training — including campaign strategy (76%) and power mapping (76%) as well as on the basics of base-building, including holding one-on-ones (68%) and canvassing (66%).

Organizing and/or Leadership Skills Training Offered by Organizations



POLITICAL EDUCATION IS THE LINK BETWEEN THEORY AND PRACTICE

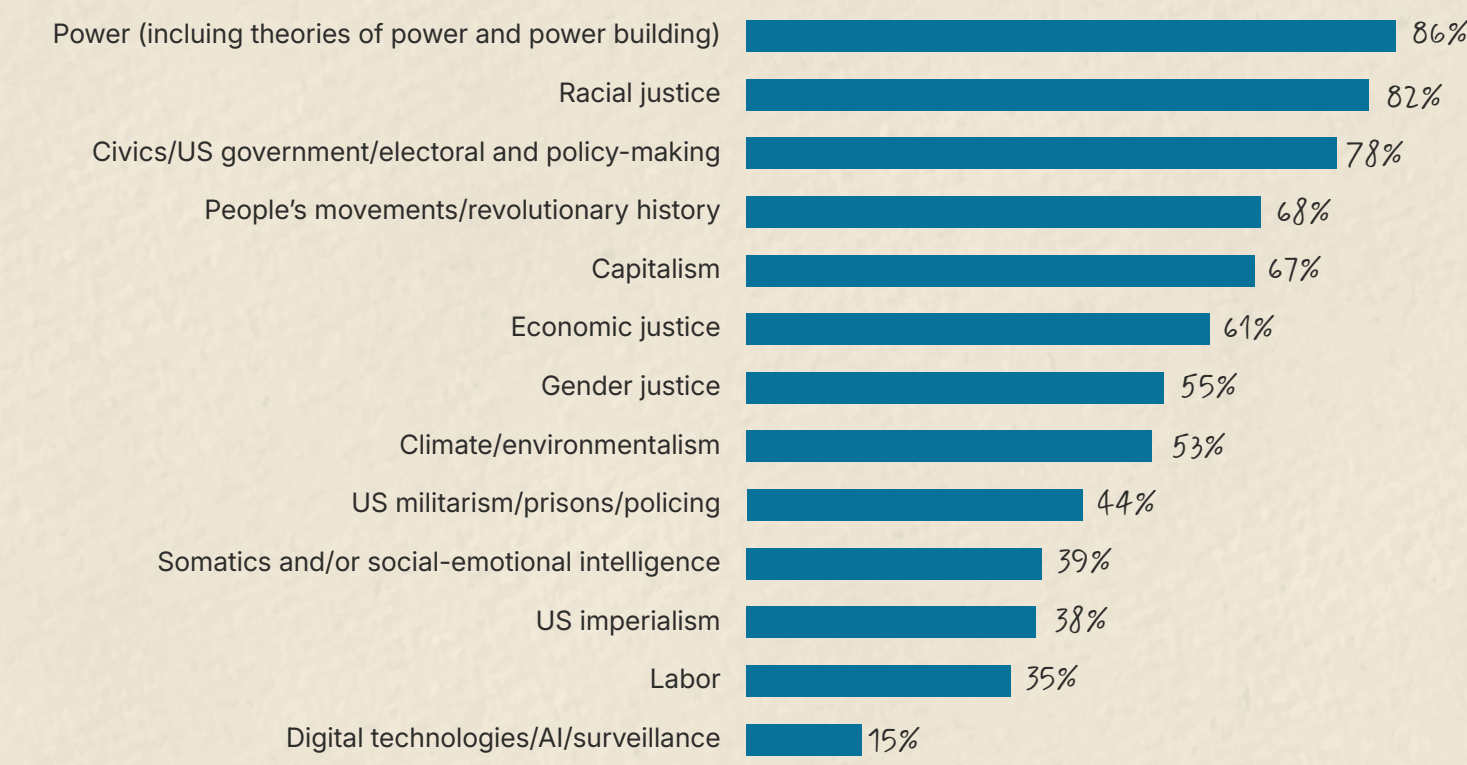
Political education is the link between theory and practice. Without an understanding of power and analysis of their political and economic terrain, organizations' campaigns and strategy (both short- and long-term) will falter. An organization's political education program also supports members to situate their personal identities, lived experience, and current events in a broader socioeconomic context. This, in turn, helps members understand their role in the greater arc of social change, including within and beyond their current organization or campaign.

The 2025 Field Scan finds that providing political education continues to be a priority of the youth organizing field, with programs placing particular emphasis on theories of power (86%), racial justice (82%), and electoral politics (78%). Other regular topics include movement history (68%), capitalism (67%), economic justice (61%), gender justice (55%), and climate (53%).

Many organizers shared a desire for more consistent political education programming within their organizations. "There's still the need for more political education, because a lot of it has been coming out of rapid response and being on the go doing things," one organizer said. "And that has led to some burnout for folks."

One organizer whose group has worked to deepen its political education with its members and leaders shared that it has made their ability to support members in being active decision-makers in the work more possible, because member-leaders are clearer about the stakes beyond just the immediate moment of a campaign. "They can hold the long view. It was a great moment of security for me," that organizer said.

Political Education Topics Addressed by Organizations



CONSISTENT AND STRUCTURED TRAINING IS CRITICAL

It isn't just the type of skills training and political education that determine the strength of a leadership development program, but the structure and cadence of these offerings. Regular and consistent training is a key leadership development practice for organizations, as members join organizations across campaign lifecycles.

Training can occur in a variety of contexts — many organizations have a structured, intensive summer program for youth members and leaders, while others hold monthly training workshops. Most organizations hold at least six training sessions a year for their members, with one-third noting they run bimonthly or monthly trainings, and almost one-third of organizations (29%) running trainings even more frequently. A significant percentage (38%), however, hold far fewer trainings, with 5% noting they never hold trainings or only hold one per year (though those reporting one per year likely includes some organizations hosting rigorous summer programs).



Frequency of Membership Training



YOUTH-ONLY AND INTERGENERATIONAL TRAINING OFFER DISTINCT ADVANTAGES

Within the youth organizing field, organizing skills and political education are often offered in youth-specific settings, even in organizations that engage in intergenerational organizing. A majority of intergenerational groups (60%) have separate training programs for their youth members, and 81% of youth-led programs within intergenerational organizations have a distinct program solely for their youth members. There are clear reasons for this:

- Young people have distinct scheduling realities.
- Learning styles and developmental stages differ.
- Youth-only spaces can create safety for political identity formation.

60%

of intergenerational groups have separate training programs for their youth members

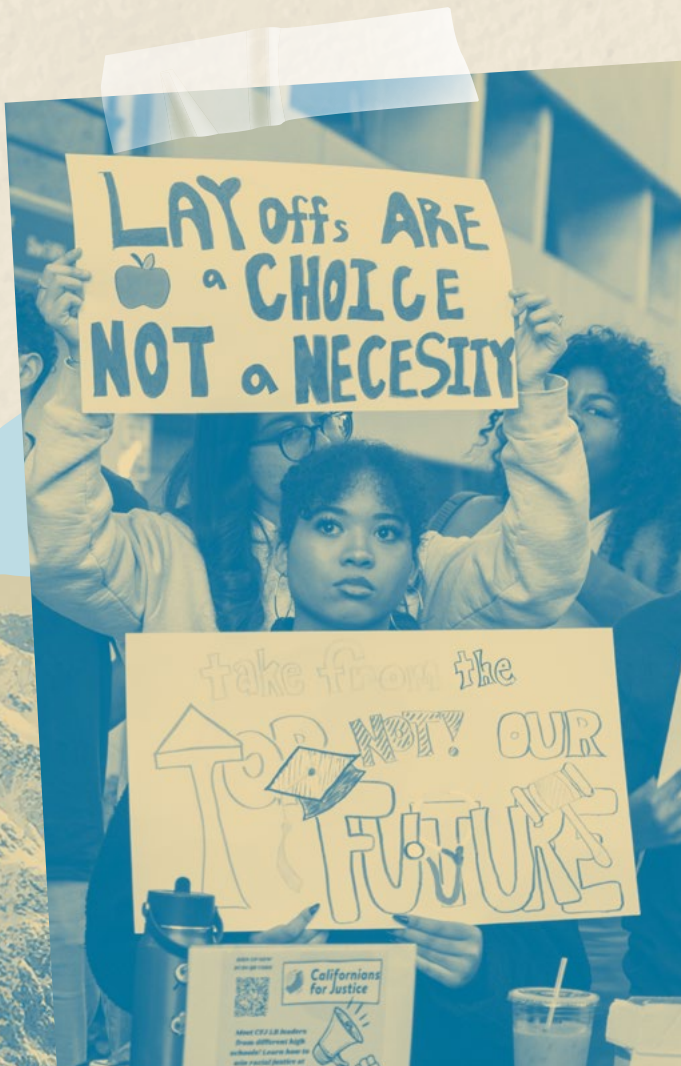
81%

of youth-led programs have a distinct program solely for their youth members

These are real strengths, and youth-only learning spaces can foster accessibility, confidence, and clarity. However, intergenerational learning also offers distinct advantages. Conducted thoughtfully, it can:

- Reinforce the connectivity between youth and adult struggles
- Model shared responsibility across generations and build relational trust
- Reduce siloing between youth-led and adult-led efforts

Ultimately, the deeper challenge is not about how a training space is configured. Instead, it is about orientation — and the field's growing use of leadership ladders (discussed further in the next section) suggests increasing alignment around skills training and political education as only able to be fully realized through practice.



YOUTH ORGANIZERS ARE ATTENDING TO RESILIENCE

Resilience and emotional intelligence are integral to organizing, as avoiding burnout and remaining steadfast in the face of setbacks are essential skills for any organizer seeking to stay engaged over the long haul. Recognizing this, many youth and intergenerational organizing groups have begun incorporating healing and wellness practices into their programming. Today, almost half of organizations (46%) note they incorporate some form of healing practices (i.e., support groups, meditation, mindfulness practices) in the programming and services they offer their members and leaders.

As one organizer put it, "When I think about resilience in organizing, I think about the ability for people to continue to show up...If people can show up, that means we can keep fighting. That means we can keep building. If they can't, then we don't have much of a movement." Another described resilience as "the capacity to weather the hard times together and with emotional and strategic clarity."

"If people can show up, that means we can keep fighting. That means we can keep building. If they can't, then we don't have much of a movement."



GRAPPLING WITH THE TENSIONS BETWEEN HEALING AND BUILDING POWER

While grassroots organizing has always included elements of collective resilience building, a specific emphasis on staff- and member-healing is both relatively new and contested for its relationship to power-building. Recognizing the question as a live one for the field, we hosted a series of focus groups specifically designed to surface organizers' thoughts on the topic.

There was broad consensus that individual and collective resilience is a critical component of organizing work. However, many organizers expressed concern that the field's focus on healing and wellness is occurring at the expense of its core task — building power to change material conditions. As one organizer put it, when groups say they are base-building and doing healing justice, "The questions I've had for them in interviews or one-on-ones is, are they teaching their membership to cope with the material conditions they're suffering under? Or are they building the skills for their members to challenge the material conditions they're suffering under? And most of the time, it's the coping."

Others described moments when prioritizing individual wellness inhibited their ability to wage effective, strategic campaigns. For example, one organizer recalled asking members to go door-knocking, and the response "was like, 'Oh, no, this is too emotionally draining for me. Making phone calls, knocking doors, talking to strangers, is emotionally draining.'" They added, "There is this misconception that organizing should always feel good, and that's not true."

Across conversations, organizers were clear that meeting members' basic needs should not be central, as providing care and direct service are best done by institutions designed to do so. Where organizations do

engage in wellness and healing practices, organizers said, the primary focus should be on mitigating harm within the organization itself (for example, resolving interpersonal conflicts). This distinction is not a dismissal of those needs, but a recognition that power-building organizations must be disciplined about their role in a broader ecosystem.

As one organizer reflected, their group had "swung to the extreme," at one point feeling "like a wellness club." They continued: "It is not the organization's responsibility to meet all of your needs, it is the organization's responsibility to do the work to shift the conditions so that all of our needs are met long-term."

Across the field, organizers underscored the need to realign on the purpose of organizing. The candor of these conversations show a field actively wrestling with how to stay true to its purpose. Rather than rejecting healing and wellness outright, youth organizers are working to define its appropriate place within a broader power-building strategy. In this struggle for alignment, the youth organizing field is demonstrating not confusion, but growing political clarity.

"It is not the organization's responsibility to meet all of your needs, it is the organization's responsibility to do the work to shift the conditions so that all of our needs are met long-term."

FUNDAMENTAL 2: LEADERSHIP LADDERS

Leadership only takes root when members see a clear pathway to higher responsibility. Leadership ladders structure growth, integrate skill-building with campaigns, and reconcile personal empowerment with collective impact.

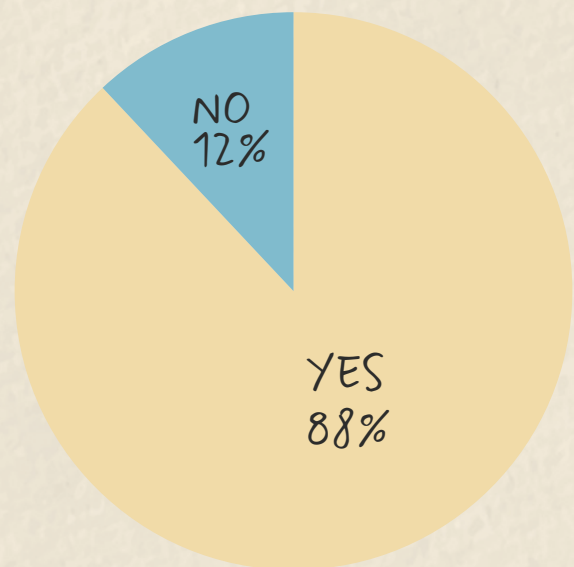
LEADERSHIP LADDERS FACILITATE GROWTH ACROSS THE FIELD

If training builds skills, leadership ladders build structure. As noted earlier, a leadership ladder outlining the discrete roles and responsibilities a member plays as they advance toward greater leadership is a fundamental tool for structuring an organization's leadership development program. A leadership ladder systematizes how a training program is put into practice, detailing how members not only do the work but also adopt increasing responsibilities as they demonstrate readiness to do so. It is a tool that intentionally tethers an organization's work to its broader purpose, laying out how an organization methodically cultivates members' ability to take leadership in a movement to transform society.

One organizer summarized their organization's approach to developing members via a leadership ladder: "People have space in their first year... to go through the whole year, try on some stuff and take on little responsibilities. And then your second and third year, we're hoping to try on having young people feel

Organizations Reporting Formal Leadership Ladders

Do you have a formal leadership ladder?



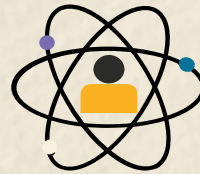
more comfortable being like, 'Okay, you've done the thing, now let's talk about how you're going to teach people how to do it.' Or, 'Let's talk about how you have experience, and you can actually hold a little bit more.'"

Leadership ladders structure organizations' leadership development processes, supporting individuals to take on progressive responsibilities.



THE LEADERSHIP LADDER

A leadership ladder outlining the discrete roles and responsibilities a member plays as they advance toward greater leadership is a fundamental tool for structuring an organization's leadership development program. While specific components of a leadership ladder may vary by organization, below is an example of how a young person might move through distinct levels of leadership within an organization.



Alumni/Staff/ Coalition

Leader: Extends leadership beyond organization



Organizing Committee Leader:
Oversees a specific base or neighborhood



Campaign Leader:
Shapes strategy, represents organization



Member-Leader:
Facilitates meetings, conducts one-to-ones



Active Member:
Participates in outreach, mobilizes peers



Participant: Attends meetings, engages in listening sessions

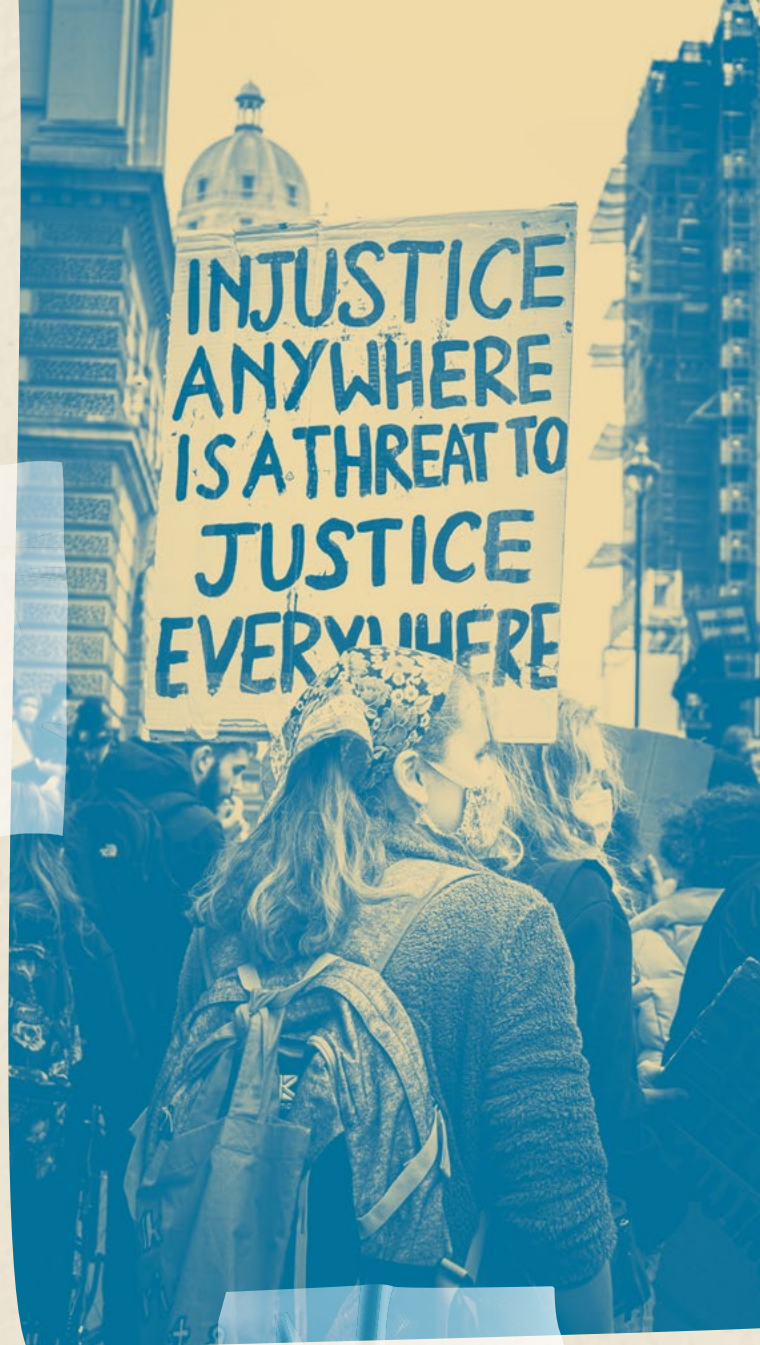
Increased responsibility and leadership

In the 2025 Field Scan, most organizations (88%) report having a formal leadership ladder.

Across the youth organizing field, organizers increasingly cite the importance of a leadership ladder in providing structure and clarity for member and leader development. "We're doing political education. We're doing organizing workshops, we're doing creative writing, we're doing campaign workshops, but it doesn't have a goal. We're doing everything, but there's no purpose to it at the end," said one organizer, whose organization is at the beginning stages of standardizing their leadership ladder. "We have to move our people and build power. So that's what we're working on, our transformative leadership ladder."

Importantly, progression is not automatic. Instead, advancement occurs through demonstrated responsibility and commitment. Members move from participation to leadership by taking on real stakes.

Those who have implemented a clear leadership ladder shared how it has strengthened their work. As one organizer told us of their organization, "I think we have gone from a place of, 'Oh, these people show up consistently, so they must be leaders,' to 'Yes, these people show up consistently, but how much of the leadership roles are they able to take up?'" Having a leadership ladder, they said, allows them to answer that question.



"Yes, these people show up consistently, but how much of the leadership roles are they able to take up?"

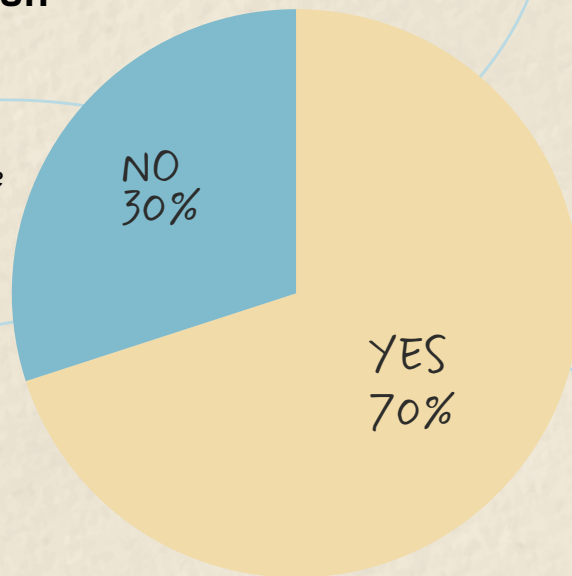
YOUTH ORGANIZERS ALSO LEAD WITHIN ORGANIZATIONS

Transformative leadership development is not limited to equipping members with the skills to lead among their communities; it also includes developing members' capacity to exercise leadership within the organization itself. This can mean taking on internal governance roles and holding responsibility for organizational direction, including (but not limited to) as part of a paid role.

In 2025, over two-thirds of organizations report formal youth leadership structures that engage young people in organizational-level decision-making.

Organizations Reporting Youth Engagement in Decision- Making Structures

Do you have formal youth leadership structures that engage young people in organizational-level decision-making?



The distinction of a formal youth leadership structure is important, as the presence of youth participants alone doesn't constitute a leadership structure. Instead, formal structures refer specifically to mechanisms through which young people hold decision making responsibilities, including through youth leadership councils, voting seats on boards, and campaign steering committees



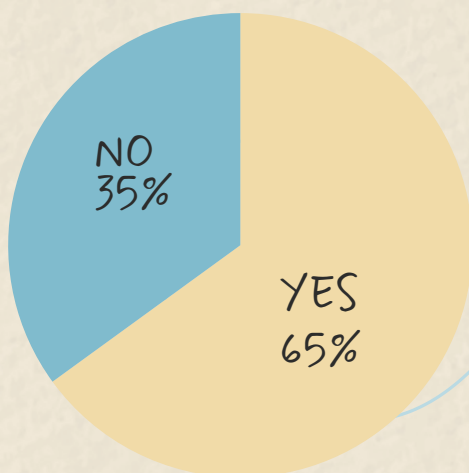
ORGANIZATIONS VARY IN THEIR USE OF FORMAL YOUTH LEADERSHIP STRUCTURES

Perhaps unsurprisingly, youth-led organizations are more likely to hold formal structures for youth members and leaders to engage in organizational decision-making when compared to models where young people are embedded within a larger, multigenerational organization. This points to one of the strengths of the youth-led model, as well as a potential area where multigenerational organizations can improve their practice — both normalizing youth leadership within a broader ecosystem and facilitating smoother transitions for young people into lifelong organizing roles.

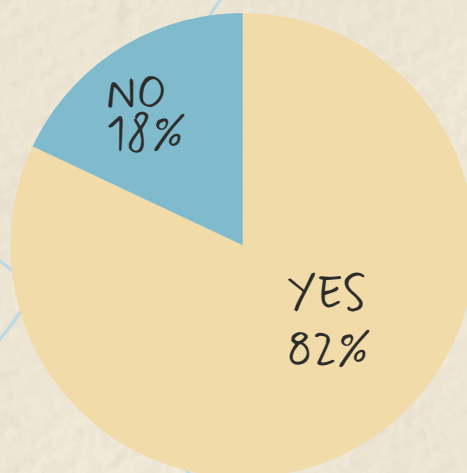
Formal Youth Leadership Structures by Organizational Model

Does your organization have formal youth leadership structures?

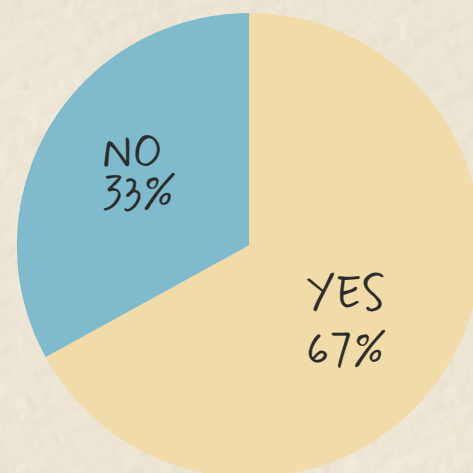
Intergenerational



Youth-led



Youth-led within adult organization



STIPENDS ARE WIDELY USED, BUT POSE CHALLENGES

Historically, many youth organizations relied on a model of paying members a stipend as a recognition of the value of their time and energy. The prevalence of stipends also reflects economic reality. Many young people — particularly working-class youth — must earn income, and stipends make their participation possible.

However, some within the youth organizing field are beginning to reconsider the stipend model, as it can pose challenges for cultivating even commitment and responsibility among members. Specifically, organizers report stipend structures can create a dynamic where members view organizing work merely as a paid afterschool activity. In this situation, compensation can become a proxy for leadership and organizations can come to rely on stipends in lieu of a more rigorous leadership ladder.

Regardless, the stipend model remains widely in use. In the 2025 survey, more than two-thirds of organizations (68%) reported having five or more stipended positions held by youth.

Again, there are substantive differences in practices among groups based on their leadership model. Groups that are intergenerational or youth-led programs in adult organizations tend to have fewer paid youth in their organization, on average. Of those organizations who report no stipended youth positions, 80% were intergenerational organizations or youth-led programs in an adult organization.

Ultimately, the question is not whether stipends should exist, but whether they are embedded within rigorous systems of development. Financial support may enable participation but it cannot replace rigor. When stipends are tied to clear expectations, accountability, and advancement criteria, they support participation without replacing discipline.

Number of Stipended Positions Held by Youth by Organizational Model

Organizational Model	Median Stipended Positions
Intergenerational	7
Youth-led within adult organization	10.5
Youth-led	15



FUNDAMENTAL 3: BUILDING A PIPELINE FOR LIFELONG LEADERSHIP

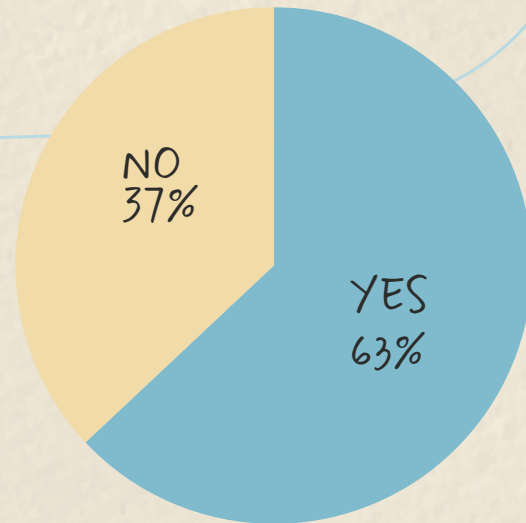


Youth organizing is often mischaracterized as temporary or transitory. In reality, it's the seedbed of movement leadership — where political identities are formed, organizing competencies are cultivated, and the bench of future leaders is built. The challenge, then, is developing the infrastructure that can sustain that leadership over the lifespan.

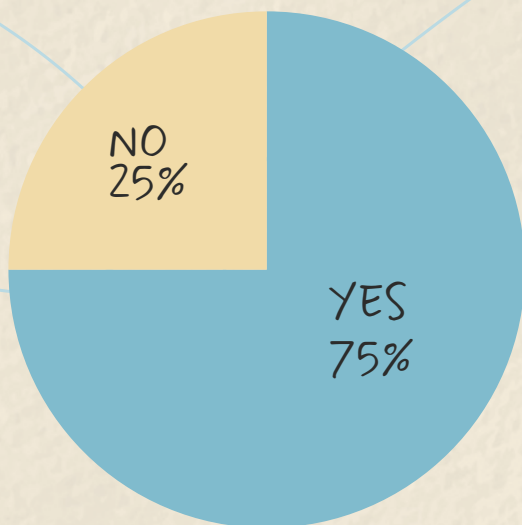
CULTIVATING ALUMNI ENGAGEMENT SUPPORTS INTERGENERATIONAL CONTINUITY

A key strategy for sustaining engagement is through creating avenues for alumni to continue participating in the organization's work. Most organizations report they maintain an alumni database (63%) and engage alumni in their programs or campaigns (75%).

Organizations Reporting Alumni Databases



Organizations Reporting Engaging Alumni in Programming and Campaigns



Asked about alumni engagement, organizations without an existing program immediately recognized its benefit: "What does it look like to start retaining students that we would consider alumni and build an apparatus for them to stay engaged in the work?" said one youth organizer. "Because the turnover has been huge, and it's such a missed opportunity."

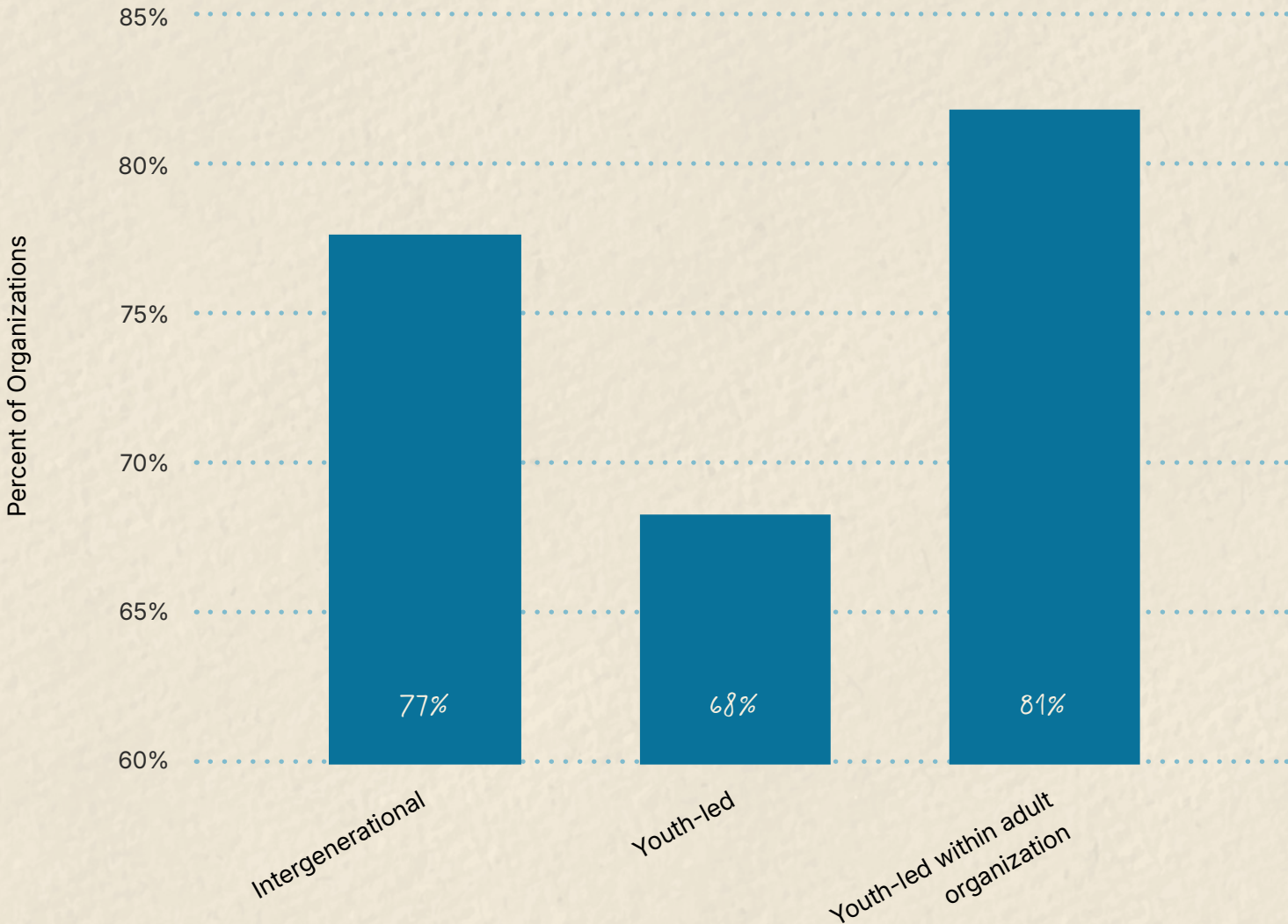
For youth-led organizing groups specifically, alumni engagement can provide a useful way to expand the scope of their work to the broader community, scale their impact, and involve former youth leaders as they organize toward a long-term strategy.

MAKING PURPOSEFUL CONNECTIONS BETWEEN YOUTH-LED AND INTERGENERATIONAL ORGANIZING

There is a noteworthy difference when alumni engagement is examined by organizational model. Fewer youth-led organizations report structured alumni engagement than intergenerational organizations or youth-led projects housed within adult-led organizations, pointing to a particular structural challenge for youth-led organizations.

For youth-led groups in particular, leadership development may be strongest while members are within the defined youth age range. Without systems to track and cultivate alumni pathways, however, that leadership can be without a clear direction for sustained engagement at the moment when members are most politically developed. The question is not only whether alumni are engaged, but where the pipeline ultimately leads.

Alumni Engagement by Organizational Model





Many organizers cited hiring alumni as a powerful continuity strategy. “What’s really working for us is hiring our alumni and empowering them to take our jobs,” one organizer shared. “They get it. They’re ready to fight.” However, while staff positions may provide strong continuity, organizational realities limit the ability to scale this approach across the field.

Across organizational models, the next advance for the field is likely expanding alumni systems beyond internal retention to ecosystem integration, supporting alumni to continue their leadership across the broader landscape. This could include:

- Engaging alumni as lifelong members who anchor neighborhood base-building efforts
- Encouraging alumni to bring family members and neighbors into the organization
 - Supporting alumni to start new chapters or start new formations rooted in shared organizing principles
 - Facilitating alumni placement in coalitions, unions, or advocacy organizations
 - Supporting alumni who enter professions such as teaching or public service to integrate organizing into their institutions
 - Connecting alumni with staff roles elsewhere in the field while developing others to take their place

Such an approach recognizes alumni not as former participants, but as leaders who bring skill and benefit to the field as a whole.

LOOKING FORWARD:



FROM PARTICIPATION TO POWER

Across this Snapshot, findings point to a field that has matured significantly in its approach to transformative leadership development.

Yet critical growth edges remain.

Broadly speaking, the field embraces the fundamentals of transformative leadership development. Training in organizing skills and political education is widespread, leadership ladders are increasingly formalized, youth hold decision-making roles in many organizations, and alumni engagement systems are present in most. Organizations are grappling with the right questions, and are eager to both improve their practices and scale up their work. This reflects decades of work building alignment and infrastructure.

Yet critical growth edges remain:

- Training is common, but its integration with practice is uneven.
- Leadership ladders exist, but clarity and accountability vary.
- Stipends support participation, but sometimes substitute for rigor.
- Alumni systems are present, but ecosystem integration remains underdeveloped.

Transformative leadership development requires coherence across all three fundamentals: training, leadership ladders, and the infrastructure needed for lifelong engagement. Where these elements align, a different picture emerges:

- Members move from participation to responsibility
- Campaigns deepen strategy and sharpen skills
- Alumni transition into lifelong organizing roles
- Youth leadership becomes integrated into intergenerational infrastructure

As one organizer put it, “We can either continue growing member leadership or be deep back in the loop of emergency response. We need to keep moving people into and up our membership ladder to help us to be able to create capacity for the big fights.”

When leadership development is rigorous, strategic, and sustained, youth organizing becomes what it has always had the potential to be: the place where movements regenerate themselves — generation after generation — with greater clarity, stronger infrastructure, and deeper power.

Our capacity to win depends on the work of transformative leadership development.

Youth organizing is not a temporary stage of movement life — it is the entry point into it. If leadership development is the key that unlocks the power of organizing, then base-building is the foundation of that work. In Snapshot 3: Building a Base That Holds, we will tackle this core building block, outlining how organizations in the youth organizing field are taking up the work of building people power.



ACKNOWLEDGEMENTS

Data for the 2025 Snapshot Series was collected between 2024-2025 via a year-long, mixed methods scan of the youth and intergenerational organizing field, including a survey completed by 142 youth organizing groups as well as 11 focus groups with 40 youth organizing leaders. The survey was developed and administered by Research for Action (RFA). The focus group protocol was developed in partnership with FCYO and administered to organizational participants in FCYO's cohorts both virtually and in-person at FCYO's Year of Praxis convening. RFA led the initial analysis of the survey and focus group data. Over six months, the RFA team worked alongside FCYO to engage a Field Scan Advisory Team composed of organizing practitioners tasked with reviewing and providing feedback on key findings from the survey and focus group data as well as participating in a series of targeted conversations on "emergent dialogues in the field" including healing and wellness, arts and culture, and youth leadership in intergenerational organizing. In partnership with FCYO, Esther Wang rendered a final analysis on the survey and focus group data to draft the content presented in the Snapshot Series. Together, the Snapshot Series reports reflect a synthesis of the analyses conducted by RFA, Esther Wang, and the FCYO team.

A note on the data and comparisons with previous FCYO Field Scans: The research processes for each of FCYO's Field Scans have been methodologically

distinct and led by different research teams. Some years, as with the 2020 Field Scan, we issued an open call for responses. In the field's formative years, we began by identifying youth organizing groups and then engaged in targeted outreach. Over time, our outreach sharpened as well to focus more exclusively on organizations that prioritized organizing. Likewise, the questions we have asked in our survey have changed over time, based both on the needs of the field and evolving framing and language. As we draw comparative insights across field scans, we acknowledge that we're making the best comparisons we can with the data that we have. Still, our conclusions are reinforced by focus group data as well as observations and analysis from the FCYO team over the past two decades.

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