Civic Nation 2030

Five-Year Strategic Plan

On a mission to strengthen civic culture, civic power, and civic participation ...

... to build a more Civic Nation.



Progress in America has been defined by citizens coming together to overcome challenges, big and small — working with neighbors, colleagues, friends, and strangers to advance civil rights, public health, economic prosperity, and more for all Americans.

Now, we live in a time when so many communities and institutions are under attack, and the very foundations of our democracy are shaking. It can feel like this happened all at once, but we did not arrive here overnight. For decades, America has been experiencing a cycle of civic unraveling. A crisis of trust continues to fracture our democracy and reshape how we see our communities and define our responsibility to each other. Social media and the COVID-19 pandemic accelerated these trends, and now artificial intelligence is exacerbating them further.

As we chart our path forward at Civic Nation, it is with a focus on reversing this unraveling to drive a cycle of civic renewal. Guided by the vision of a vibrant, inclusive, and participatory democracy where every American has the tools they need to thrive, we will serve as an impact hub for ideas, leaders, and initiatives that strengthen civic culture, power, and participation.

Civic Nation is built for this moment. Our work will respond to today's urgent needs while also building the foundations for a better future. We will work to (1) protect the fundamental rights, safety, and freedoms that are under attack; (2) inspire and engage the next generation to lead in our democracy; and (3) build lasting civic infrastructure in communities across the country, helping local leaders drive sustainable change for years to come.

Our initiatives — When We All Vote, It's On Us, ALL IN Campus Democracy Challenge, Change Collective, and We The Action — are the central engines of this work. And we will serve as a platform of innovation to pilot, test, and scale the bold ideas and solutions we need to renew the fabric of our civic life.

We will face this generational challenge head on — working to make the promise of our country more real for more Americans. Our plan is rooted in listening and learning. With input from nearly 200 stakeholders, it reflects both a shared vision and a responsive roadmap. We will evaluate our progress, adapt to changing conditions, and continue learning from the communities we serve.

No one organization can do this alone, so we hope you will join us. Together, we can build a more Civic Nation.

KYLE LIERMAN

CHIEF EXECUTIVE OFFICER, CIVIC NATION



The Current State of Civic Life by the Numbers

The problem is clear: the majority of Americans simply do not believe that democracy is working, and this is impacting how we participate in civic life.

(Persistent low voter turnout

While turnout rates in recent national elections were among the highest in decades, they still <u>lag behind many other democracies</u>. In 2024, <u>one in three eligible voters</u> and <u>more than half of young people</u> ages 18–29 did not cast a ballot. <u>Voter participation in local elections</u> has also been described as "abysmally low."

Declining trust in our institutions and fellow Americans

Just 22% of Americans trust the government to do what is right, and only one in three believes that their fellow Americans can be trusted. Both numbers reflect steep declines in recent decades.

Or Civic engagement as an opportunity for growth

One bright spot is that some measures of civic engagement have been on the rise since the COVID-19 pandemic, indicating opportunities to accelerate renewed engagement. The rate of adults who formally volunteer in their community (28% of those over age 16) and informally help neighbors (54%) have both increased. Overall, more than half of adults report some form of civic engagement in the past two years.

We are at a pivotal moment in our country that requires action to transform this cycle of civic decline into one of civic renewal. Here is our plan:





Our Mission

Civic Nation is an impact hub for ideas, leaders, and initiatives that strengthen civic culture, power, and participation.

Our Vision

A vibrant, inclusive, and participatory democracy where every person has the tools they need to take action, solve problems, and help their communities thrive.



WHAT WE BELIEVE

Our power is in our participation at the ballot box and beyond.

We must change the way we think about our democracy and how we participate in it — not just during elections every two or four years, but as a routine that is essential to the way we live.

The work starts with belonging.

Community and connection are prerequisites to true civic engagement and vibrant civic life.

We must empower the next generation.

Young people will inherit the country we create and shape the future of our democracy. Our work must educate, equip, and embolden the next generation to drive real change at every level.

Movements for change are shaped on the ground and in the culture.

Culture is a powerful influencer, so we put culture at the center of our strategies. Though difficult to measure, it has a powerful multiplying effect.











Our Initiatives

Five long-term initiatives are housed at Civic Nation and anchor our strategic plan.





ALL IN Campus Democracy Challenge

Empowering colleges and universities to achieve excellence in nonpartisan student democratic engagement.



Change Collective

Building a new national community of local changemakers to drive change, solve problems, and bridge divides.



It's On Us

Building the movement to combat campus sexual assault by giving students the tools they need to create a culture of prevention.



We The Action

Uniting lawyers with nonprofits to expand access to justice and deliver free legal services where they are critically needed.



When We All Vote

Increasing civic participation in each and every election to close the race and age voting gap and change the culture around voting.





CIVIC CULTURE

Foster a culture that values connection, participation, and collaboration across differences, and normalizes civic engagement as a core part of daily life.

Impact:

- Civic action is a practice that is a part of our everyday lives.
- Increased levels of social trust, connection, and cohesion.

CIVIC POWER

Strengthen the capacity of leaders and communities to shift structures, address systemic challenges, and ensure democracy works for their communities.

Impact:

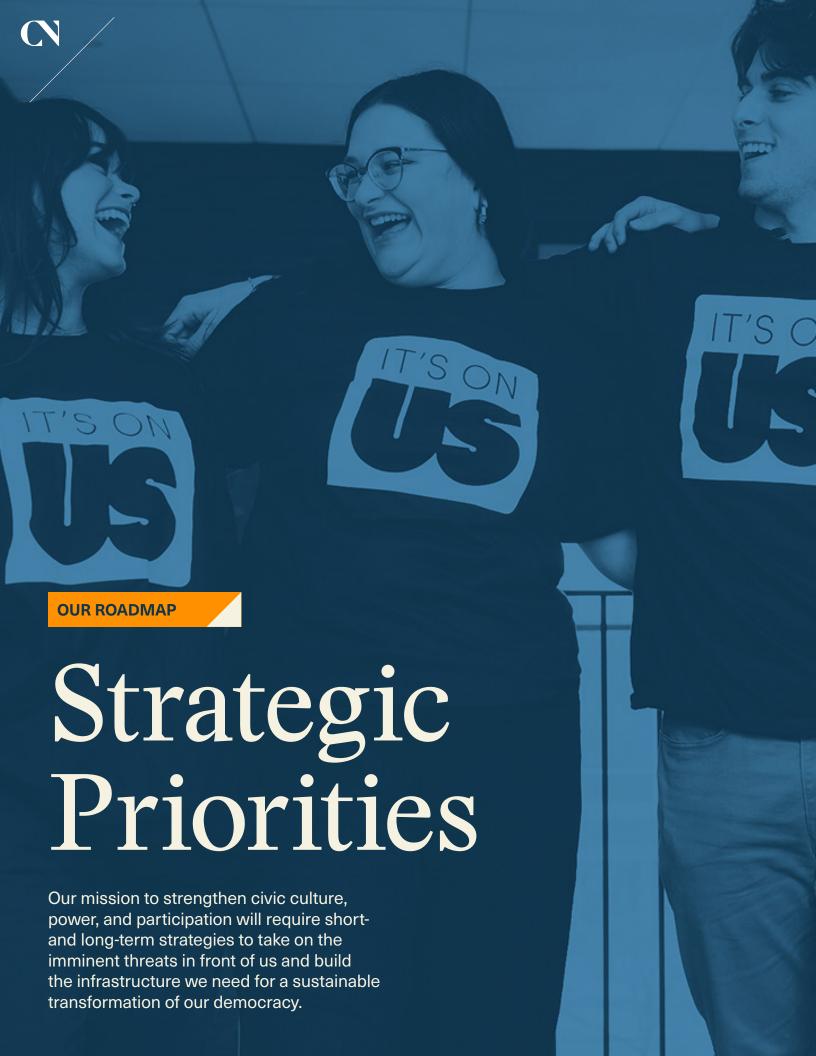
- Leaders and organizations have the resources and capacity they need to harness collective action.
- All Americans from every race, age, gender, or zip code have access to fair elections, voting rights, and civil rights protections.

CIVIC PARTICIPATION

Increase opportunities and lower barriers for people to engage in civic life at the ballot box and beyond.

Impact:

Increased levels of civic engagement, including volunteering, electoral participation, engaging with community leaders, and taking on efforts to drive change.





Strategic Priority 1: Protect fundamental rights, safety, and freedoms.

Increasingly, Americans face threats to fundamental rights, safety, and freedoms. To build a strong civic culture, we must first protect the communities who have historically been excluded from fully participating in our democracy.

Over the next five years, our initiatives will:

Defend Communities Facing Threats

We The Action's community of volunteer lawyers, law firms, and nonprofit partners will support impacted communities with legal services. This work includes two recently launched networks: the Immigration Legal Response Center and the Federal Workers Legal Defense Network — connecting thousands of immigrants and federal workers to pro bono legal support.

→ Safeguard Civil Society and Elections

We The Action will also recruit, train, and engage volunteer lawyers to prepare and support individuals and nonprofit organizations facing politically motivated attacks through the Nonprofit Legal Defense Network. We the Action will defend the integrity of elections across the country by protecting and strengthening voting rights and recruiting lawyers for voter protection, as poll workers, and more.

→ Prevent Assault and Violence

It's On Us will continue its work to protect college students' basic safety and combat sexual violence by expanding the reach of its campus sexual assault prevention programs to 750 colleges and universities, with an emphasis on engaging young men as allies and active bystanders.



Strategic Priority 2: Inspire and engage the next generation to lead in our democracy.

Our voter engagement work is an ongoing effort to inspire young Americans not just to fully participate in our democracy, but to lead it.

Over the next five years, our initiatives will:

→ Listen and Build Trust

Engaging young Americans starts with authentic listening to build trust. The ALL IN Campus Democracy Challenge and When We All Vote are committed to reaching the next generation of voters. We will launch a national, nonpartisan effort to engage hundreds of thousands of young people across the country and amplify their voices and the key issues that matter most. Through this national survey and listening campaign, we will meet young people where they are to drive civic education and build a civic culture of participating in our democracy.

→ Engage and Educate

Young voters' priorities will be the roadmap for our organizing. We will engage young people around the issues that matter to them through digital content and on-the-ground programming, and activate When We All Vote's youth organizers and community partners to educate, register, and empower voters. The ALL IN Campus Democracy Challenge will continue to work with hundreds of participating campuses to foster civic culture and experiences that help students create lifelong habits of civic engagement.

→ Drive Voter Turnout

Voting is the last mile in the civic engagement cycle. Our initiatives will ramp up tried-and-tested voter turnout programs that celebrate and drive engagement around elections — energizing our target audiences to take action at the ballot box and show up for, and with, their communities.



Strategic Priority 3: Build lasting civic infrastructure in local communities.

Communities with strong civic ecosystems are better equipped to shape their own futures and are more resilient in the face of challenges and external threats. They require dedicated local leaders, active networks, and trusted institutions, both formal and informal.

Over the next five years, our initiatives will:

Train and Connect Leaders

Empowering local leaders is at the center of our work. The Change Collective will continue to build a dynamic, national community of emerging local changemakers, equipping them with the skills, resources, and networks to bring people together to solve problems and bridge divides.

→ Grow Our Partner Ecosystem

We can't do this work alone. From local community groups and national nonprofits, to educators and universities, to lawyers and firms, to entertainers and influencers — all of our initiatives build and engage ecosystems of partners. Together, we will continue to share powerful stories and best practices, meaningfully engage our target audiences, and increase our capacity to create a culture of civic participation.

() Innovate to Renew Civic Life

Transformation requires innovation. We will be a home for incubating, testing, and scaling new, cutting-edge ideas to revitalize community life and social trust. These efforts will focus on ensuring every American has a civic home — a space that fosters a sense of belonging and shared purpose — to build trust among neighbors, access to reliable information, and collective action.



Building a More Civic Nation — Together

This strategic plan maps the future we are building **together.** It is rooted in the lessons we have learned, the progress we have made, and our unwavering commitment to the people and communities we do this work with. In developing this plan, we listened closely — to our team, our partners, and the people we serve across the country. Their insights are the guiding light for our path ahead.

Civic Nation 2030 was informed by focus groups, listening sessions, and interviews with more than 176 national and local partners, organizers, and volunteers.







CIVIC NATION

CivicNation.org



Civic Nation Initiatives

INITIATIVE OVERVIEW

ALL IN Campus Democracy Challenge

Empowering colleges and universities to achieve excellence in nonpartisan student democratic engagement

ALL IN's mission is to foster civic culture and institutionalize democratic engagement activities and programs at colleges and universities, making them a defining feature of campus life. Since 2016, ALL IN has supported over 1,000 colleges and universities across all 50 states and the District of Columbia to increase nonpartisan civic learning, voter participation, and democratic engagement among more than 10 million college students.

FIVE-YEAR OBJECTIVES

- Foster and elevate robust civic cultures at colleges and universities, centering civic learning and voter participation as essential parts of the college experience.
- 2. Increase college student voter registration, education, and turnout rates in local, state, and federal elections.
- 3. Increase opportunities for college students to develop civic agency by way of civic learning, skill building, and high-impact civic experiences.

Change Collective

Building a new community of local leaders

The Change Collective is a dynamic, nationwide network focused on training, connecting, and elevating the next generation of local leaders in cities across the country. The Change Collective's nonpartisan approach prioritizes collaboration over politics, empowering changemakers to bridge divides and solve problems at the community level.

- Build a vibrant national community of over 5,000
 members across more than 20 communities working
 to solve problems locally and collaborating to make
 change across the country.
- Promote learning and thought leadership to advance pluralism and bridge-building in place-based local leadership and organizing.
- 3. Establish a financial model that enables the Change Collective to grow and operate at scale sustainably for decades to come.

It's On Us

Building the movement to combat campus sexual assault by giving students the tools they need to create a culture of prevention

It's On Us is the nation's largest nonprofit program dedicated to college sexual assault prevention, with an emphasis on engaging young men as allies and active bystanders. It's On Us trains a national network of more than 400 student-led campus chapters to become peer educators, continues to develop a suite of prevention education programs, and conducts and publishes research to expand the field of knowledge on violence prevention and inform its work. It's On Us recently launched *The Playbook*, a first-of-its-kind prevention education program suite specifically for men who participate in college athletics.

- 1. Expand the national student organizing program from 400 to 750 institutions of higher education.
- 2. Train and cultivate the leadership development of our network of student leaders through peer educator certification programs.
- Advance cutting-edge research on the experiences of college men with sexual violence awareness and prevention education, and develop targeted prevention programs informed by our findings.
- 4. Advance the ability to grow and scale our programs sustainably through the deployment and evaluation of revenue-generating prevention programs.



Civic Nation Initiatives

INITIATIVE OVERVIEW

We The Action

Connecting lawyers with causes

We The Action's community of 54,000 volunteer lawyers has donated more than 390,000 hours of legal services to more than 700 nonprofits working on our nation's most pressing problems — protecting voting rights, defending immigrant communities, safeguarding civil society, and more.

FIVE-YEAR OBJECTIVES

- Launch four new, large-scale legal mobilizations focused on pressing areas of need for nonprofit partners.
- Enhance the range of support and services to effectively meet the needs of We The Action's volunteer community and attract new members.
- Expand impact in areas of urgent need, including, but not limited to, democracy and voting rights, racial justice, immigration, and gender equity.

When We All Vote

Educate voters. Drive impact. Change culture.

When We All Vote is a leading national, nonpartisan initiative on a mission to change the culture around voting and to increase participation in each and every election by helping to close the race and age gap. Created by Michelle Obama in 2018, When We All Vote brings together individuals, institutions, brands, and organizations to register new voters across the country and build an informed and engaged electorate for generations to come.

- Engage more than one million young people over five years through authentic listening and amplifying key issues.
- Every year, for the next five years, drive at least 100,000 young people to vote through enhanced civic education, voter education, voter registration, and voter turnout programs.
- 3. Build and develop a network of 500 youth leaders across our focus states.
- 4. Increase voter turnout in each of our six focus states by 5%.