

2025

IMPACT REPORT



FUTURE SUMMIT

FUTURE SUMMIT

FUTURE

FUTURE

FUTURE

FUTURE

ETHOS

- Listen First
- Say “We”
- Build Trust
- Empower Others
- Break Barriers
- Innovate Freely

MISSION

Activate young leaders to bridge the partisan divide and transform American politics.

VISION

A diverse democracy where the political culture is grounded in empathy and leaders pursue innovative policy solutions.

“Future Caucus has a platform that is designed to take away the partisanship ... **If [the rest of] politics could adopt this foundation, adopt this platform, we will be so much better off.**”

—REP. IMANI BARNES (D-GA)
2025 RISING STAR AWARD RECIPIENT



“I appreciate Future Caucus for encouraging disagreement—and **encouraging disagreement in the right way.** We can ultimately have good results if we disagree and work through it.”

—REP. JUSTIN RUFFRIDGE (R-AK)
2025 CHERISSE EATMON COLLECTIVE IMPACT AWARD RECIPIENT



“It’s about finding the best possible path forward—and that’s something that Future Caucus reminds us constantly is best created when we’re listening to everyone and when we’re creating the opportunity for them to contribute.”

—SEN. ALEXIS CALATAYUD (R-FL)
2025 RISING STAR AWARD RECIPIENT



“We should not be a nation that is divided in reds and blues. We should not be a nation that’s divided between Rs and Ds. We should not be a nation that’s divided. We’ve got to keep in mind the higher goal, the higher principle, which is the United States ... And so **believe in our future, believe in our country, believe in yourself.**”

—SEN. LISA MURKOWSKI (R-AK)
2025 JACOB K. JAVITS PRIZE LAUREATE

“It takes real humility to show up, unvarnished and unafraid to be seen as who you truly are and engaged in a deliberative democracy. But without that work, we are damned.”

—REP. MARIE GLUESENKAMP PEREZ (D-WA)
2025 JACOB K. JAVITS PRIZE LAUREATE



“There are forces ... that constantly are pulling us apart. **We have had to choose actively, time and time again, to protect [the trust] we have built.**”

—SEN. LÖKI TOBIN (D-AK)
2025 CHERISSE EATMON COLLECTIVE IMPACT AWARD RECIPIENT



LETTER FROM THE PRESIDENT

Dear Future Caucus Community,

Headlines are stark these days. That is why I consider it a great privilege that part of my job is to share with you a more hopeful story about what's possible in America—not fabrication or fantasy, but a reality that our team witnesses (and is helping to build) on the ground.

Last August, two thrill-seeking young men—one from Delaware, one from Iowa—stripped off their winter jackets and plunged into a glacial lake outside of Anchorage. A casual onlooker would never know these were two state lawmakers from different political parties, who forged a friendship after spending an intensive week studying Alaska's electoral reforms. They are two members of our bipartisan Civic Innovation Fellowship; several lawmakers from the group have already introduced bills in 2026 shaped by insights gained on that trip.

That Alaska trip was one part of a much bigger story. In 2025, legislators in one of our Innovation Fellowships traveled to Philadelphia to learn about criminal justice reform, Los Alamos to study energy and AI, and Bentonville to tackle our maternal mortality crisis. In all, 64 lawmakers participated in our intensive policy programming, just one piece of Future Caucus' growing efforts to empower bipartisan lawmakers from all states and backgrounds to navigate this challenging moment and lead more effectively in their own states.

And that leadership matters. New research from the Center for Effective Lawmaking found that members of state Future Caucuses are 24% more effective than other lawmakers. Before joining,

these same legislators were no more effective than average before a Future Caucus was established in their state—their effectiveness increased only after that infrastructure for relationship-building and collaboration was in place.

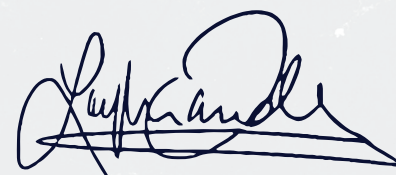
We saw the importance of that infrastructure in the hardest moments, too. When political violence shook Minnesota and Utah, our members mobilized immediately—making loud demonstrations of peace and civility, while quietly and steadfastly caring for each other behind the scenes. That is what this community makes possible: not only better policymaking, but a deeper practice of democratic leadership.

Since 2013, more than 2,000 Gen Z and millennial lawmakers have engaged with our work. The State Future Caucus Network now includes 36 states, two of which launched in 2025, and Congress. The movement earned national recognition through the 2025 TIME100 Next list and the prestigious McNulty Prize.

To our supporters: thank you. Your belief in the long game makes this possible.

To those newly discovering this community: there's rarely been a more important moment to invest in young leaders choosing to build something better together. We're glad you're here.

Yours in gratitude and determination,



LAYLA ZAIDANE

PRESIDENT & CEO
FUTURE CAUCUS

OUR TEAM

Layla Zaidane
President & CEO

Dr. Nekkita Beans
Director of Leadership Programs

Rochelle Colburn
Chief Operating Officer

Paige Ferguson
Senior Director of the Policy Innovation Lab

Jack Gasdia
Associate Manager of the Policy Innovation Lab

Ethan Hawker
Development Coordinator

Natalie Heald
Senior Membership Manager

Kelli Herrick
Associate Vice President of Organizational Effectiveness

Reed Howard
Chief Strategy & Public Affairs Officer

Xavier Lopez
Senior Membership Manager

Gunner Ramer
Associate Communications Manager

Elizabeth Rosen
Senior Director of Communications

Amos Rothstein
Director of Membership

Maloreigh Todd
Senior Director of Strategic Growth & Impact

Garrett Wyatt
Senior Digital Content Manager

ADVISORY BOARD

Hon. Olympia Snowe
Former U.S. Senator of Maine

Hon. Bill Bradley
Former U.S. Senator of New Jersey

Hon. Aneesh Chopra
Former U.S. Chief Technology Officer

Thione Niang
Founder and CEO, Give1Project

Adam Met
Founder and Executive Director, Planet Reimagined

Hon. Barbara Lawton
43rd Lieutenant Governor of Wisconsin

Hon. Carlos Curbelo
Former U.S. Representative of Florida

Hon. Chris Gibson
Former U.S. Representative of New York

Ambassador Donald Gips
*CEO, Skoll Foundation
Former U.S. Ambassador to South Africa*

Gov. Jennifer M. Granholm
47th Governor of Michigan

Dr. Peter Levine
Associate Dean for Academic Affairs and Lincoln Filene Professor of Citizenship & Public Affairs at Tisch College, Tufts University

Dr. Jeremi Suri
Mack Brown Professor of Global Leadership, University of Texas-Austin

Shawn PM Golhar
Global Head of Policy Advisory Banking, Barclays

Kari Dunn Saratovsky
Founder and Principal, KDS Impact Strategies

Steven Olikara
President, Bridge Entertainment Labs

BOARD OF DIRECTORS

Nick Maschari
*Chair
Executive Vice President and Head of U.S. Corporate Affairs, MSL*

David Burd
Regional Practice Managing Partner, Heidrick & Struggles

Ellen Kim
Operating Partner, Rotunda Capital Partners

Maryfrances Metrick
Founder, M Metrick Advisory

Carrie Previtera
Partner, New Profit

David Rokeach
Director of Strategy & Operations - Gemini, Google DeepMind

Nancy Roman
Former President & CEO, Partnership for Healthier America

Laurie Schultz Heim
Former Director of Congressional Relations, U.S. Institute of Peace

Scot Turner
Founder & Executive Editor, Eternal Vigilance Action

Erica Williams
Former Chair, Public Company Accounting Oversight Board

Layla Zaidane
President & CEO, Future Caucus

IN 2025, WE WERE...

STRENGTHENING THE MOVEMENT

122

new lawmakers joined the Future Caucus network

2

new State Future Caucuses launched in South Carolina and North Dakota

30%

of all lawmakers 45 and under are members of Future Caucus

2,054

Gen Z and millennial lawmakers have been served by Future Caucus since 2013

688

lawmaker attendees to Future Caucus meetings and events



DELIVERING RESULTS

2,698

bills passed by Future Caucus members in 2025

608

had bipartisan cosponsors

Future Caucus members are

24%

more effective than their peers at advancing bills through the legislative process

SPREADING HOPE THROUGH STORIES OF IMPACT

497

mentions of Future Caucus in local, regional, and national outlets, including NBC, NPR, Fox News, *The New York Times*, *The Wall Street Journal*, *The Washington Post*, Axios, POLITICO, and Teen Vogue.

22

Young Lawmakers' Storybank articles amplified bipartisan policy wins, insights, and efforts of Future Caucus members.

Future Caucus President & CEO Layla Zaidane was named to the 2025 TIME100 Next list, which highlights emerging leaders who are shaping the future of business, entertainment, sports, politics, health, science, and activism.



Layla Zaidane

37 / EMPOWERING POLITICIANS
BY SARAH MCBRIDE

Layla Zaidane believes in the power of young people to renew our democracy—and she's built a life proving it. Long before she became president and CEO of Future Caucus, Layla was organizing young voices on college affordability and campus safety, showing how fresh leadership could change national conversations. I know this firsthand: early in our careers, we worked side by side, and I saw her skills up close.

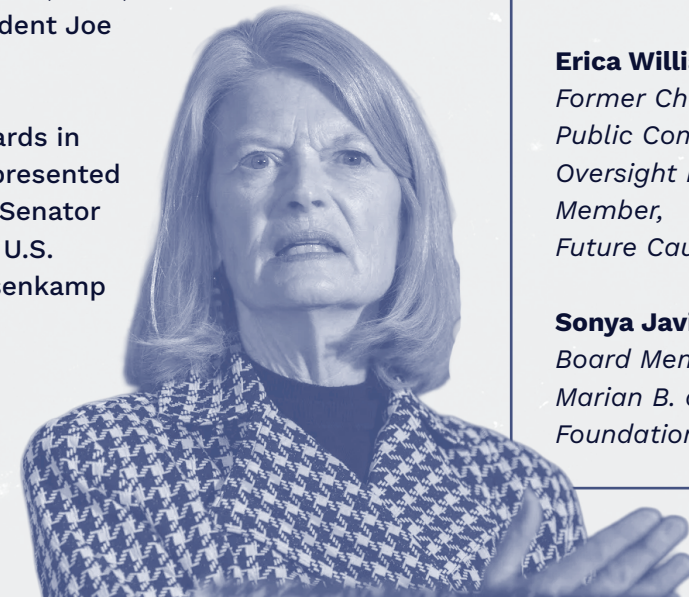
Today, she leads the largest nonpartisan network of millennial

FUTURE CAUCUS ENTRUSTED WITH A GREAT BIPARTISAN LEGACY

In 2025, Future Caucus became stewards of the Jacob K. Javits Prize for Bipartisan Leadership, honoring the late U.S. Sen. Jacob Javits' legacy of principled, cross-partisan statesmanship in service of the American people.

Established in 2016 by the Marian B. and Jacob K. Javits Foundation, the prize recognizes members of Congress who demonstrate integrity, civility, and a commitment to governing beyond party lines. Previous years' recipients include the late Senator John McCain (R-AZ), Representative Hakeem Jeffries (D-NY), Senator Susan Collins (R-ME), and then-former Vice President Joe Biden (D).

At the 2025 Rising Star Awards in November, Future Caucus presented its first Javits Prize to U.S. Senator Lisa Murkowski (R-AK) and U.S. Representative Marie Gluesenkamp Perez (D-WA).



JAVITS PRIZE SELECTION COMMITTEE

Neera Tanden

President and CEO, Center for American Progress

Robert Doar

President, American Enterprise Institute

Hon. Carlos Curbelo

Former U.S. Representative of Florida

Erica Williams

Former Chair, Public Company Accounting Oversight Board Member, Future Caucus Board of Directors

Sonya Javits

Board Member, Marian B. and Jacob K. Javits Foundation

THE FUTURE CAUCUS EFFECT

FUTURE CAUCUS MEMBERS ARE 24% MORE EFFECTIVE THAN THEIR PEERS

New research from the Center for Effective Lawmaking (CEL) found that members of state Future Caucuses are 24% more effective than comparable lawmakers in states without a Future Caucus.

Researchers at the Center for Effective Lawmaking analyzed nearly 300 Future Caucus members across their full legislative careers, using CEL's nationally recognized Legislative Effectiveness Scores, which measure how successful lawmakers are at advancing bills through the legislative process. The analysis compared Future Caucus members to other legislators in the same states, controlling for seniority and leadership positions.

The findings are clear: lawmakers who are members of a state Future Caucus are 24% more effective than their peers. For context, moving from the minority party to the majority party is associated with about a 40% increase in effectiveness—meaning the Future Caucus effect is roughly half as powerful as a major partisan advantage.

Importantly, this impact is not explained by Future Caucus members being unusually strong lawmakers to begin with. Before a Future Caucus chapter existed in their state, these same legislators were no more effective than the average lawmaker. **Their effectiveness increased only after a Future Caucus was established.**

In short, the data show that Future Caucus is the difference-maker. By creating structured, cross-partisan communities for young legislators, Future Caucus helps them overcome institutional barriers and become significantly more effective at governing.



HOW CHANGE HAPPENS

We believe that forums like Future Caucus can enable new cross-partisan relationships and good governance skills, spark ideas for smart public policy, and give the public visible examples of how our institutions can—and should—deliver results. Our activities will lead to three long term outcomes:

01

Improved public leadership & governance through:

- ▶ Sparking cross-partisan relationships
- ▶ Building sustainable infrastructure to support those relationships
- ▶ Hosting bridge-building trainings
- ▶ Deepening effective leadership skills



03

Increased public trust in democracy through:

- ▶ Uplifting stories of young leaders as positive models of public service
- ▶ Shaping national narratives around governance and cross-partisan solutions
- ▶ Expanding visibility of next-generation leadership across media platforms

02

More representative & effective public policy through:

- ▶ Providing policy education and expert support
- ▶ Facilitating cross-state information sharing
- ▶ Fostering peer cohort learning through the Innovation Lab
- ▶ Original research & reports

CONNECT

BRIDGE-BUILDING

Future Caucus scales a civic infrastructure for bipartisan collaboration in states and Congress through the Future Caucus network. We create space for Republicans, Democrats, and Independents to build trust and develop meaningful working relationships.

534 total current members	122 new lawmakers joined our network
30% of all lawmakers 45 and under are members of Future Caucus, up from 23% in 2024	2 new State Future Caucuses launched in South Carolina and North Dakota

FUTURE CAUCUS MEMBERS TURN TO EACH OTHER IN TIMES OF CRISIS

On the morning of June 14, 2025, alerts lit up smartphones across the Future Caucus network as news broke of targeted shootings of Minnesota lawmakers and their spouses in their homes, attacks law enforcement and state leaders called politically motivated. Former Minnesota House Speaker Melissa Hortman and her husband had been killed in their home, and State Senator John Hoffman and his wife were in critical condition.

In the hours that followed, lawmakers from across states and parties activated the Future Caucus Signal group, a secure, member-only messaging channel they built over years. Usually, the group was filled with news articles, requests for policy advice, family announcements, and memes. That day, members from both parties showed up with words of comfort and solidarity, verified information, and security resources with other members—not just as colleagues or counterparts, but as friends.

In the wake of the shocking political violence against fellow state lawmakers, the Signal group was a lifeline. Legislators who lived multiple states away were checking in with colleagues near the events—some of whom suspected they were also on the assassin’s list of targets. Bipartisan pairs of lawmakers coordinated statements condemning political violence. In the weeks that followed, those same members carried that ethos forward into statehouses and in the media, promoting civility, public safety, and collective problem-solving instead of succumbing to fear or division.

The Minnesota tragedy was a stark reminder of the escalating dangers that public servants face at all levels of government. But in the midst of national shock, grief, and finger-pointing, Future Caucus members chose connection, empathy, and unity. Those moments demonstrated the transformative potential of a community that shows up not only for their constituents and their values, but for one another in the hardest hours.

TRAIN

FUTURE CAUCUS LEADERSHIP DEVELOPMENT

Through workshops, coaching, and tailored programs, we provide young lawmakers with the skills and leadership development to have an impactful legislative career, ensuring the next generation of leaders has what they need to meet the moment. It's working: three Future Caucus members were elected as leaders of their party's caucus this year, and dozens won key committee chairmanships.

97

lawmakers attended Future Summit and Future Summit South.

43%

Republicans

57%

Democrats



18

women participated in The 19th Collective, a bipartisan community of Gen Z and millennial women legislators united by a shared commitment to leadership, collaboration, and advocacy.

AIMING HIGH

6

members are running for Congress

3

members are running for governor or lieutenant governor

2

state representatives are running for state senate

YOUNG LAWMAKERS STEP UP TO THE NATIONAL PLATE

In 2025, six Future Caucus members made a consequential choice that takes us one step closer to our vision for American democracy: they're running for Congress.

For more than a decade, Future Caucus has invested in young lawmakers early in their careers, based on the belief that if leaders learn to build relationships and work across differences at the state level, they are more likely to carry that approach with them as their responsibility and influence grow.

Through peer-to-peer forums, cross-partisan convenings, skill-building workshops with leadership experts, and affinity groups like The 19th Collective, the lawmakers of Future Caucus develop skills required for higher office: leading diverse coalitions, managing conflict, communicating clearly under pressure, and making decisions in complex political environments. Just as importantly, they build relationships across partisan and ideological lines that make finding common ground possible—and keep disagreement respectful and responsible when it's not.

These candidates are stepping forward at a tenuous moment for public servants—but as more Future Caucus members, and those shaped by working alongside them, move into national leadership, this is how political culture shifts over the long term, driven by leaders ready to govern differently.

Wisconsin governor race: State Sen. Kelda Roys launches campaign

Manhattan Assemblyman Joins Primary to Succeed Nadler in Congress

Alex Bores, a second-term state lawmaker and former software engineer, joins a growing primary field for the seat in a deeply Democratic district.

Georgia state Rep. Jasmine Clark joins crowded race to challenge longtime U.S. Rep. David Scott



CATALYZE

POLICY INNOVATION

Through our Innovation Lab programs and leading research on generational dynamics in American politics, Future Caucus activates bipartisan lawmakers across our network to advance key and emerging policy issues.

THE INNOVATION FELLOWSHIP

An immersive two-year experience equipping cohorts of cross-partisan young lawmakers with the tools, expertise, and network to tackle critical challenges through innovative policy.

64

Innovation Fellows from

34

states



11 Civic Innovation Fellows

Civic Innovation Fellows traveled to Anchorage to study Alaska’s open primaries and ranked-choice voting, meeting reform architects, election leaders, and local officials. The experience strengthened cross-partisan relationships and inspired ideas to adapt democratic innovations in their home states.



16 Energy + Environment Fellows

Energy & Environment Innovation Fellows traveled to Santa Fe for an immersive learning trip, exploring water conservation, climate resilience, and energy innovation at the Santa Fe watershed and Los Alamos National Laboratory. The experience connected policy theory to real-world practice and sparked new ideas for their states.



15 Criminal Justice Fellows

Criminal Justice Innovation Fellows convened in Philadelphia for an experiential learning trip, including a site visit to SCI-Chester’s “Little Scandinavia.” Meeting practitioners, advocates, and incarcerated residents, the lawmakers explored humane, evidence-based reforms and returned home with practical ideas for their states.



22 Prenatal-to-Three Fellows

Prenatal-to-Three Innovation Fellows gathered in Bentonville, Arkansas for an immersive learning trip on maternal and early childhood health. Through expert roundtables and site visits—including to Helen R. Walton Children’s Enrichment Center and Heartland Whole Health Institute—lawmakers explored how evidence-based, cross-partisan solutions can improve outcomes for families in their states.

INNOVATION LAB BY THE NUMBERS	463 bills passed by Innovation Fellows	87 of which had bipartisan co-sponsors
	Fellows attended Future Caucus policy briefings by	
79 experts from	56 organizations.	12 inaugural members of the bipartisan National Task Force on State AI Policy

**INNOVATION SPOTLIGHT:
HEALTHY MOMS, HEALTHY BABIES**

Two Prenatal-to-Three Innovation Fellows and Arkansas Future Caucus co-chairs, Reps. Aaron Pilkington and Ashley Hudson, translated ideas sparked at Future Summit 2024 into the landmark Healthy Moms, Healthy Babies Act, a sweeping, \$45.3 million maternal and infant health law enacted in July 2025. Future Summit and the Innovation Fellowship equipped them to turn cross-partisan learning and expert input into practice, delivering expanded Medicaid access, telehealth, and community-based support to families in a state with one of the nation’s highest maternal mortality rates.



RESEARCH

Future Caucus released Together or Torn: American Perspectives on Diversity, Unity, and Leadership, bipartisan exit polling analyzing 2,454 voters on unity and leadership.

84% prefer collaborative leadership

50% see America as divided ▲ up from 34% in 2014



INNOVATION FELLOWS DRIVING PROGRESS ACROSS THE COUNTRY



QUANTUM COMPUTING

With support from the Innovation Lab, Alabama Future Caucus co-chair Rep. Jeremy Gray worked with quantum computing experts to establish Alabama’s first Quantum Computing Task Force, which brings together leaders from universities, state agencies, and industry.



HOUSING CRISIS

At the request of the West Virginia Future Caucus, the Innovation Lab hosted a virtual expert briefing on experimental housing reforms, which directly informed three bipartisan housing bills sponsored by Del. Kayla Young and Del. Hollis Lewis.



CRIMINAL JUSTICE

In Hawaii, Republican Rep. Kanani Souza brought on 13 Democratic cosponsors to pass H.B. 145, which expands criminal record expungement, thereby reducing barriers to employment, housing, and education.

In South Dakota, Democratic Rep. Kady Wittman introduced and gained bipartisan support for S.B. 83, which revises penalties for certain controlled substances while expanding access to treatment, reflecting a health-centered approach to substance use.

WHITE GLOVE SERVICE



Future Caucus lawmakers reach out for tailored support in the form of data, policy briefings, information on other state initiatives, and bipartisan connections on key issues.

71 legislator policy requests fulfilled

AMPLIFY

CHANGING THE NARRATIVE

We uplift positive models of public service by young leaders to inspire citizens through storytelling, media, and public engagement.

FUTURE CAUCUS WAS FEATURED IN:

467

stories across print, online, TV, radio, and podcast media in

39

states and

95

media markets

State Future Caucus co-chairs earned

9,831

state and local media hits.

POLITICS

Meet the Lawmakers Trying to Bring Civility Back to Politics

State legislators in Minnesota, Arkansas, Kansas and beyond are taking on America's political rage. Opponents are 'not the devil.'



WSJ

THE WALL STREET JOURNAL.

TIME



AXIOS

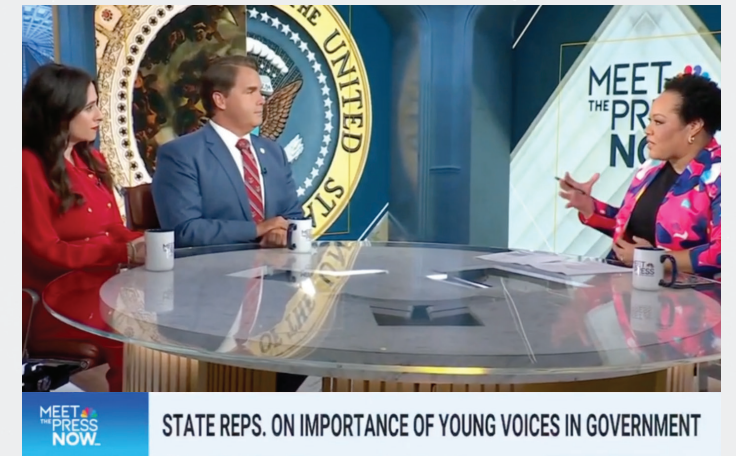
The New York Times

POLITICO

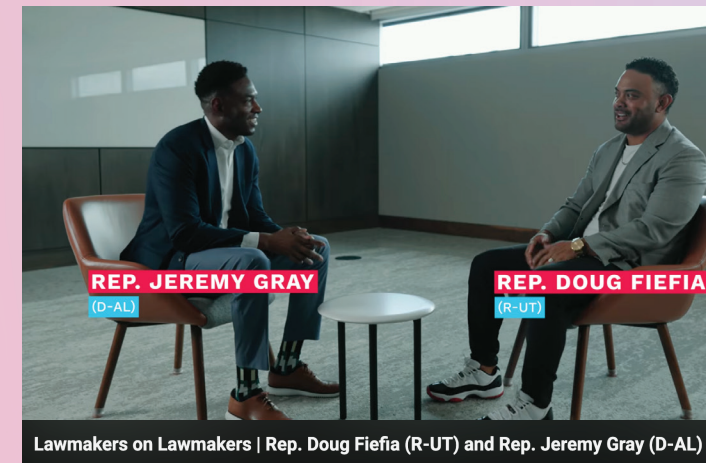
The Washington Post



teenVOGUE



DIGITAL STORYTELLING



111,618

views on Instagram, X, Facebook, LinkedIn, and YouTube

Future Caucus
4,168 followers
1mo · 🌐

We connect young leaders across generations because building a future that includes everyone means giving future generations a seat at the table today.



A Day in the Life of Rep. Jo Ella Hoye

YOUNG LAWMAKERS' STORYBANK

A curated collection of stories highlighting effective young lawmakers in action, designed to inspire constructive leadership and demonstrate what's working in democracy.

22 Young Lawmakers' Storybank articles, featuring

22
Democrats and

29
Republicans from

24
states

ANATOMY OF A BILL | KANSAS | MONTANA

Housing "Miracle" Crosses State And Party Lines

January 16, 2025

FUTURE'S FRONTLINE | MONTANA | NEW YORK | UTAH | WEST VIRGINIA

Across State Lines, Young Lawmakers Lead On Digital Policy

May 22, 2025

POLICY IMPACTS | GEORGIA | NEW YORK | OKLAHOMA | TEXAS | UTAH

Cross-Partisan Momentum Builds For Phone-Free Classrooms

June 19, 2025

POLICY IMPACTS | ALABAMA | NEW YORK | PENNSYLVANIA

Young Lawmakers Pursue "Desperately Needed" Mental Health Solutions Across America

August 7, 2025

ELEVATING STATE LAWMAKERS' VOICE IN A MOMENT OF CRISIS



After Minnesota shootings, young lawmakers ask: Is politics worth it?

In the aftermath of the assassination of former Minnesota House Speaker Melissa Hortman, Future Caucus' communications team sprang into action to ensure young state lawmakers' voices shaped the national conversation. We connected Republicans and Democrats who had experienced threats, intimidation, and violence firsthand with Washington Post reporter Anna Liss-Roy, and the resulting piece gave lawmakers a platform to share the harrowing realities they face: death threats, security concerns, and the toll on their families. By amplifying these stories, we humanized the crisis of political violence beyond partisan talking points and elevated the perspectives of next-generation leaders navigating unprecedented challenges. This effort exemplified our commitment to storytelling that honors both the successes and struggles of young elected officials nationwide, ensuring their experiences inform and influence critical national discussions.

PARTNERS

Future Caucus does not charge its members dues—instead, we rely on the support of partner organizations to power our programming—through policy education, event collaborations, or financial support.



FINANCIALS

REVENUE	\$4.75M
Individual Investors	\$336,309 (7%)
Institutional Investors (Grants)	\$3,955,990 (83.3%)
Corporate Investors	\$89,731 (1.9%)
Board Investors	\$25,050 (0.5%)
Other	\$343,280 (7.3%)
EXPENSES	\$3.59M
Programming & Services	\$2,720,841 (75.9%)
Administration	\$611,728 (17%)
Development	\$253,787 (7.1%)

PRESIDENT'S CIRCLE



Our highest level of corporate sponsorship, President's Circle members make an annual investment in Future Caucus which helps power our convenings, key programs, and services. President's Circle members are able to attend bipartisan legislator convenings, host Future Caucus leaders at their organizations and events, and connect with other corporate leaders invested in activating the next generation of leaders to build a healthier democracy.



FUTURE  CAUCUS



@FutureCaucus

www.futurecaucus.org