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I’m delighted to share YPFP’s Annual Impact Report. The report highlights YPFP’s efforts and achievements as we work to build the leaders tomorrow needs. If 2020 was a year of professionalization for YPFP, 2021 was a year of transformation. Despite the long-term impacts of the COVID-19 pandemic, YPFP continued to build innovative programs that convene emerging leaders across sectors, expertise, and geographies.

We launched a Diversity and Inclusion Committee which conducted a thorough review of YPFP’s internal practices and made concrete recommendations for how YPFP can be a more representative and equitable organization. We partnered with Schmidt Futures to launch the US-China Futures Program, a program that convened high-caliber leaders in US-China policy for a year of engagement, events, and the development of a briefing book.

We partnered with Disney and other major corporations to launch Public Policy New Voices, a program that identifies and amplifies underrepresented voices in the field of public policy. The program engaged a pilot cohort of 32 graduate students from four leading universities on a bi-weekly basis. PPNV also facilitated the placement of Fellows into paid public policy internships.

We implemented two cohorts of the Emerging as a Global Leader Experience (EaGLE) Program. EaGLE participants experienced more than 28 hours of intensive leadership training focused on design thinking, lean start-up methodologies, and strengths-based leadership. We launched a Mighty Network to provide all YPFP members and participants with a private virtual space to connect, engage and collaborate.

While these new programs were being developed, YPFP continued to offer its proven programs for members. YPFP hosted 112 events that provided unique opportunities for members to engage with experts and leaders in the field of foreign policy. YPFP’s Charged Affairs grew 22.18% under the leadership of a new Director. The Fellows Program also benefited from new leadership and engaged 17 Fellows throughout the year.
YPFP’s Branches in Brussels, London, New York City, San Francisco, and Toronto continued their work to engage young professionals with timely foreign policy events, programs, and discussions. The London Branch partnered with King’s College and the Churchill Society to host an essay competition to memorialize a fallen YPFP volunteer. The Brussels Branch deepened their partnership with NATO and the US Mission to the European Union to implement virtual programs related to national security and transatlantic relations.

Next year promises exciting things for YPFP. We will launch a new Fellowship Program that will provide strategic leadership to YPFP’s volunteer staff. YPFP’s Board will also launch Globally, a nonprofit organization that manages communities of impact, including YPFP. Globally will work to connect a community to every cause and will simplify the launch of projects and programs that bring together diverse and talented cohorts of emerging leaders around specific themes.

I would like to express my deep gratitude to YPFP’s staff, without whom none of our programs would be possible, and the Board of Directors for their continued engagement and support.

Sincerely,

Aubrey Cox Ottenstein, Executive Director
Vision
Building the Leaders Tomorrow Needs

Goals

Goal 1: Increasing members’ knowledge of foreign policy through engaging events and peer-led discussions

Goal 2: Expanding members’ professional networks through a diverse global community of young professionals

Goal 3: Elevating young professionals’ voices in the field of foreign policy

Goal 4: Strengthening the leadership skills of YPFP volunteers and members
# Measuring Success in 2021

## Membership (Goal 2, 4)
- 1320 New members in November 2020
- Snapshot as of 6/30/2021:
  - 5,391 total
  - 2,996 active
  - 2,395 lapsed

## Events (Goals 1, 2, 3, 4)
- Hosted 112 Events Globally despite going 16 months without in-person events
- Engaged 3,500+ participants globally
  - DC: 40 events and 1,500+ participants
  - London: 17 events and 900+ participants
  - Brussels: 34 events and 650+ participants
  - New York: 21 events and 450+ participants

## Fellowships (Goal 3, 4)
- Published 100% of Fellows
- Published 73 articles (40% increase from 2020)
- Published in 16 Outlets (100% increase from 2020)

## Charged Affairs (Goal 3, 4)
- Published 40 article posts
- 68,330 page views (22% increase from 2020)
- Increased Twitter followers by 22%

## Discussion Groups (Goals 1, 2, 3, 4)
- 20% of DC members participate in discussion groups
- 27 chairs and co-chairs
- 8 new chairs
Diversity, Equity, and Inclusion

In the 2019-2020 Impact Report, YPFP announced that it would be building a Diversity, Equity and Inclusion (DE&I) Commission in 2020 to collect data on the current DE&I landscape, provide recommendations for improvement, and implement a plan to execute the recommendations. Led by Spandana Singh and Vic Marsh, we launched YPFP’s DE&I Commission in June 2020. The commission, composed of three YPFP volunteer staff members, three YPFP general members, one YPFP leadership team staff member, four external experts on diversity and inclusion, and four YPFP board members, conducted data-driven analysis and provided recommendations on four areas of the organization: programming, community, governance, and advocacy.

The Commission divided its research and analysis work into two phases. During Phase 1, Commission members focused on community and programming. This included data collection on YPFP panel events, workshops, discussion group meetings, social media operations, and publications, as well as data collection on the demographics of YPFP members. During Phase 2 the Commission focused on governance and advocacy. Research during this period focused on changes in demographics of DC branch members, volunteer staff positions, and leadership positions, YPFP’s hiring practices, and YPFP’s relationships with partners and sponsors. After each Phase, the Commission members leading research and analysis presented their findings to the rest of the Commission and discussed challenges and potential solutions and recommendations. The Commission members who authored this report also circulated a draft of the report to the broader Commission, the YPFP Board, and the YPFP community at large to solicit feedback.

The Commission published their final report in April 2021 and documented both analysis and findings. The recommendations provided by the commission are provided below and abbreviated for the purposes of the YPFP Impact Report.
D&A Commission Recommendations

Acting Intentionally to Increase Diversity

- Targeted Volunteer and Board Recruitment: Recruitment: YPFP should intentionally recruit people of color into its volunteer community, including by working in partnership with organizations that explicitly organize people of all ages on the basis of both (a) their identity/affinity and (b) their deep interest in foreign policy.
- Speaker Demographic Balance Goal-Setting: Create and institute demographic goals for event programming that will ensure and promote diversity in speakers and participants.
- Targeted Panel Speaker Recruitment: YPFP should support speaker demographic balance goal-setting efforts by empowering event planners with a speaker bank that the YPFP community (including the YPFP Board, alumni, and member network) can contribute to.

Improving Our Data, Assigning Responsibility, and Measuring Our Results

- Community Self-identification Over Time: Encourage members to voluntarily self-report their demographic information in Wild Apricot and in member intake forms. YPFP should also actively campaign for more self-identification through multiple communications channels at least once a year.
- Panelist Speaker Self-identification Over Time: Request panelists and facilitators at YPFP-hosted events voluntarily self-report their demographic information.
- Tracking the Organization’s Internal and Hosted Events Diversity: Create and maintain mechanisms for collecting and tracking data on the organization and its operations, preferably through the use of a CRM.
- Assigning Responsibility to an Existing Leadership Team Member: Identify clearly a point person to implement each of the above recommendations.
- Re-evaluate the state of racial diversity and inclusion in YPFP after 6 months, 1 year, and 2 years. YPFP leadership should retain and evaluate data on events, publications, discussion groups, leadership, and hiring.
- Require Discussion Group chairs to update their membership rosters at least quarterly to allow for evaluations of membership.
Amplify Diverse Voices, Push for Broader Change

- Institute a clear strategy for identifying, connecting with and amplifying racially diverse experts in the foreign policy space on social media.
- Create clear designations for how YPFP defines relationships with sponsors and partners and institute a mechanism for tracking these relationships going forward.
- Host a series of public or private events with organizations in the foreign policy space, including partners and sponsors to discuss racial diversity, inclusion, and equity goals and proposed solutions.
- Amplify the work of the young professionals and student subsets of participants in organizations that focus on racial/ethnic diversity in foreign policy.

Upon delivery of the final report, the YPFP Executive Leadership Team took responsibility for implementation of these recommendations. Individual team members have been assigned for each of the commission’s recommendations and as of the publishing of this impact report, implementation is still underway.
Project 1 – Public Events

WHAT
Young Professionals in Foreign Policy’s public events provide an opportunity for YPFP members and the larger community to learn more about specific foreign policy topics, network with other professionals, and build skills. Events also allow YPFP staff members to build skills in event management and partnership cultivation.

WHY
YPFP’s public events have contributed to all four goals stated above. For Goal 1, each event serves to increase our members’ knowledge of foreign policy through panel discussion and engagement during the events. For Goal 2, our events provide an opportunity for our members to meet new people and expand their professional networks. For Goal 3, we elevate young professionals’ voices by uplifting their voices in events. For Goal 4, YPFP’s public events strengthen the leadership skills of YPFP volunteers and members by encouraging volunteers to organize and moderate events.

HOW
The Programs and Events team develops and hosts events through cultivating partnerships with nonprofit organizations, government agencies, corporations, embassies, and other entities in consultation with the Executive Leadership team. The team cultivates events from beginning to end, from developing the concept, relating the event to YPFP values and goals, figuring out logistics, and executing the event. Events Managers will take point on different events with guidance from the Senior Programs Director and Deputy Programs Director.

WHO
Colleen Moore, Senior Programs Director - HQ
Maria Milenova, Managing Director - London
Colin Wolfgang, Managing Director - New York
Adrian Garcia-Esteve, Managing Director – Brussels
## Event Metrics

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<tbody>
<tr>
<td><strong>Events</strong></td>
<td>40</td>
<td>17</td>
<td>21</td>
<td>34</td>
</tr>
<tr>
<td><strong>Attendees</strong></td>
<td>1562</td>
<td>931</td>
<td>450</td>
<td>662</td>
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### Notable Speakers

- **Dr. Vjosa Osmani**, President of Kosovo
- **Ambassador Nancy Soderberg**
- **Ambassador Marc Grossman**
- **Dr. Lina AbiRafeh**, Executive Director of the Arab Institute for Women
- **Ambassador Karen Van Vlierberge**
- **Frances Fitzgerald**, Member of the European Parliament
- **Clare Hutchinson**, NATO Secretary General’s Special Representative for Women, Peace and Security
- **Chris Kolenda**
- **Bishop Garrison**
### Project 2 – Fellowships

**WHAT**
The Fellowship Project is a year-long initiative designed to help young professionals cultivate their thought leadership skills through writing, publishing, and building a portfolio of analysis.

**WHY**
Elevating new voices in debates around foreign policy and national security issues is both important and challenging. This initiative provides Fellows with the tools and editorial support to craft compelling analysis, using YPFP’s relationships with publications to bring Fellows’ unique perspectives to readers.

**HOW**
Fellows submit articles on a monthly basis to their Assistant Managing Editors, who help Fellows shape their work stylistically and grammatically before pitching the pieces to outlets.

**WHO**
Owen Daniels, Managing Editor
Assistant Managing Editors: Danielle Preskitt, Erin Parsons, Beryl Thomas, Colleen Scribner

**OUTLETS**
- War on the Rocks
- The Diplomat
- National Interest
- The Hill
- Defense One
- Ha’aretz
- Geopolitical Monitor
- Fair Observer
- Diplomatic Courier
- South Asian Voices
- CIMSEC
- Euractiv

### Metrics
- 17 Fellows
- 7 Editors
- Published 100% of Fellows
- 73 Articles (40.38% increase from 2020)
- 16 Outlets (100% increase from 2020)
### Project 3 – Charged Affairs

**WHAT**

Charged Affairs (CA) is the digital foreign affairs magazine for YPFP, acting as a publication platform for both CA staff and YPFP members worldwide.

**WHY**

Chargéd Affairs amplifies future foreign policy leader’s voices by providing a platform for broad engagement, backed by an editorial system designed to help members develop their voice.

**HOW**

Staff writers publish on regular cycles with one editor, allowing them to develop their writing skills over time and building a portfolio of foreign policy writing to aid their professional endeavors. Senior Editors provide guidance and mentorship for editors, helping aid in their development and identifying possible problems in editorial workflows to escalate to management.

**WHO**

Shane Szarkowski, Co-Editor in Chief

Aaron Tielemans, Co-Editor in Chief

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**Metrics**

- 40 articles published
- 68,330 page views (up 22.18% from last year)
- 22.08% increase in Twitter Followers
# Project 4 – Discussion Groups

**WHAT**

YPFP’s Discussion Groups (DGs) are peer-led communities within YPFP that offer selected members an opportunity to connect with other young professionals who share a depth of experience in a particular region or subject.

**WHY**

Each Discussion Group serves as a focal point within YPFP to promote thoughtful engagement through monthly private meetings and occasional public activities. This serves the goal of elevating young professionals’ voices and capacity in the field of foreign policy, and cultivating their leadership skills.

**HOW**

Staff writers publish on regular cycles with one editor, allowing them to develop their writing skills over time and building a portfolio of foreign policy writing to aid their professional endeavors. Senior Editors provide guidance and mentorship for editors, helping aid in their development and identifying possible problems in editorial workflows to escalate to management.

**WHO**

Tia Potskhverashvili, Director

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## Metrics

- 20% of DC members participate in DGs
- 27 chairs and co-chairs
- 8 new chairs
Emerging Voices serves as a platform for YPFP’s New York members, providing an opportunity to contribute foreign policy analysis and help shape the organization’s outlook. YPFP New York welcomes submissions from YPFP NY chapter members on a rolling basis.

Emerging Voices provides an opportunity for young professionals to grow their expertise on a foreign policy subject by writing on a topic that interests them, allowing them to develop as writers and learn the process for publishing an article. By accepting submissions in a variety of formats, including op-eds, book reviews, etc., would-be foreign policy authors can test new writing styles while readers gain a unique perspective on a topic of global interest.

Prior to submitting a full draft to Emerging Voices, please submit a 150-word pitch to the platform’s editor-in-chief, Jace Gilmore. The pitch should include the topic and argument of the article, along with a few sentences on the author and their qualifications. If the pitch is successfully submitted, the author will be expected to submit an article between 750 and 1,000 words and work with the editor to finalize for publication.

Jace Gilmore, Editor-in-Chief

Metrics

- 430 unique views on Medium during the past year of Emerging Voices submissions
YPFP launched an essay competition to honor and memorialize Alex Petersen’s contribution to YPFP and the field of foreign policy. Alex, founder of YPFP London, was tragically killed in January 2014 during a terror attack in Kabul, Afghanistan. Alex was also an active member and a fellow of the Henry Jackson Society. To honor Alex, YPFP raised $3,000 for an initiative in partnership with King’s College London. The International Churchill Society contributed $3,000 to pilot the essay competition. The essay competition was launched in 2021 on a small scale, as a pilot initiative. Its success proves that it can be sustained long-term and become a signature initiative hosted by YPFP London.

In order to promote and incentivize young people to pursue a career in foreign policy, YPFP London, sponsored by King’s College London and The International Churchill Society, hosted an essay competition for A-Level students in the summer of 2021. Young people from underrepresented groups were especially encouraged to participate.

The topic of the essay competition was current affairs in foreign policy. A-Level students could choose one of the three Churchill quotes listed below to find inspiration for their essays. The winner had to be creative and original, with the ability to give their educated opinion and reasonable analysis of a foreign policy problem in 750 words max. Participants were judged on their critical thinking and writing skills. The essays were op-ed style pieces or policy analyses, appropriate for publication in foreign policy magazines.

Partners: King’s College London, International Churchill Society

Winner: Jiaheng Yin (18, A-Level student from Singapore) for the essay “Clash of the Titans: ASEAN’s Geopolitical Dilemma - Examining the role of the United States and China in the development of nations within the Association of Southeast Asian Nations”

Yin received a placement at the prestigious Pre-University Summer School on International Relations at King’s College London, with full scholarship; and two years free membership to YPFP Global.
Project 7 - 2020 NATO Series

YPFP Brussels has partnered with NATO’s Public Diplomacy Division for six years now. Bringing our Brussels-based audience events and opportunities to engage with NATO Speakers. With innovative hybrid studio formats, we are now able to share this series with our global network.

YPFP Brussels 2020 NATO Series connected our audience of young professionals with high-level experts working in and on NATO topics including NATO’s Enhanced Opportunity Partnerships; Climate Change; Maritime ISR; and Defence Infrastructure and Emerging Challenges. Through the 2020 NATO Series, YPFP Brussels carried out five events with ten NATO speakers over the course of the year. These speakers have direct experience working to tackle the greatest challenges the Alliance faces. Further, connecting our audience of young professionals with experts from NATO enhances both partners’ perspectives between youth and industry experts.

As part of the long standing partnership with NATO’s Public Diplomacy Division, YPFP Brussels carries out an annual NATO series to bring our audience opportunities to engage with NATO experts. In 2020, YPFP’s NATO series set out to reach broader audiences that NATO has identified in their NATO 2030 Initiative, focusing on the future leaders of the Alliance. In the series of events, YPFP Brussels fostered discussions on the priorities and goals of the Alliance and to help its audience gain a greater understanding of transatlantic values.

Since the start of YPFP Brussels’ cooperation with NATO’s Public Diplomacy Division, YPFP has brought its audiences high-level in person and hybrid style events. YPFP continues to adapt its event formats to ensure our network of young professionals’ best access to experts in NATO, whether virtually or in-person. In 2020, with the challenges of the global pandemic, YPFP took the opportunity to innovate new ways to bring our audiences events with hybrid studio style events.

Through online marketing campaigns, the event series reached an estimated 60,000 people with a target audience of 25-34 year old young professionals from all over Europe and the United States. Ten experts who work in and on NATO were identified to participate in the five events throughout the series. Key speakers were Dr. Jamie Shea, Axel Wernhoff, Gordon “Skip” Davis, James Mackey, amongst others.
**Membership**

**WHAT**
The membership team hosts recruitment events, new members orientations, networking events and manages data from Wild Apricot. It also cultivates a membership strategy for recruitment, retention, and benefits.

**WHY**
YPFP expands members’ professional networks by developing, fostering, and engaging a diverse global community of young professionals.

**HOW**
YPFP does this through on-boarding new members and creating points of connection between existing members as well as standardizing how we collect the data through Wild Apricot.

**WHO**
Ben Lutz, Director

Despite the current turbulent times which our world is experiencing, YPFP was able to place our members as a top priority. We added 1600 new members during New Member November; it was an opportunity to engage a wide global community without any financial barrier, as all 1600 were granted free, one-year access to YPFP.

We are pleased to present our latest virtual community building platform, **Mighty Networks**. Mighty Networks is a custom community management platform which includes a job board, capacity-building and leadership development workshops, virtual event series, and in-person community events. It enables members to connect directly with one another, send direct messages, engage in discussion forums, and expand their professional networks.
Communications

**WHAT**
The Communications team is responsible for a wide range of responsibilities including managing and creating content for our social media platforms, maintaining and updating the website through WordPress and WildApricot, curating a weekly regional newsletter, communicating with global branches for consistency of message, and liaising with media, community and partner organizations on pending collaborations.

**WHY**
Part of YPFP’s mission statement is to amplify the voices of young people in a field that is difficult for them to be heard. The communications team is instrumental in pushing out information about YPFP’s programs and products to the widest audience possible with this mission in mind.

**GOALS**
To rebuild the team and reinstate consistent processes through hiring new volunteers and instituting new workflows. This is still a work in progress.

**WHO**
Ben Goodrich, Director
### Social Media Metrics

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### Newsletters

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<td>London</td>
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