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The European Student Conference 2021 was an inspiring experience! Not only was I able to discuss high-level ideas and learn the foundations of policy writing; but most importantly, I had the opportunity to develop friendships and enjoy the camaraderie with like-minded thinkers from across the globe. I highly recommend it!

Zach Black, ESC 2021 Participant
Mission and Value Statement

Building a global, student-led policy incubator - Bringing young people together with policy-makers and giving them a voice in shaping the future of European and Transatlantic Relations: European Horizons’ mission since 2015

OUR MISSION
Rethinking Youth Engagement and Transatlantic Relations Worldwide

European Horizons is a global, student-led policy incubator whose mission is to give young people a voice in shaping the future of Europe and of transatlantic relations. We want to achieve our mission by harnessing the energy, idealism, and ambition of young people and by empowering them with the right tools, skill sets, and connections to influence our policy and political institutions, now and in the future.

Years of tireless efforts and excellence since European Horizons took shape at Yale College, answering the aim of a handful of students to grow interest in European affairs in the United States. Throughout the years, European Horizons has pursued its mission and succeeded in creating and maintaining its own unique European spirit by bringing people together from different cultures, countries, and continents.

OUR METHOD
European Horizons devises, tests, and advocates for innovative policy ideas to advance European integration. We deliver our mission through:

- A global network of university chapters engaged in collaborative projects with politics, public policy, civil society, and business organizations.
- International events and conferences, inspiring and training our members through projects that have discrete, tangible policy outcomes.
- Regular research projects on technical aspects of the EU Affairs, providing members with new skill sets, knowledge, and connections.

EUROPEAN HORIZONS’ ADVISORY BOARD
European Horizons is fortunate to count on the support and advice of prominent decision-takers and public figures of the Transatlantic Affairs:

Jean-Claude Trichet
William Kennard
Pascal Lamy
Jolyon Howorth
Klaus Welle
Viviane Reding
Message from the Executive Team

ENGAGING YOUTH IN THE NEW NORMAL

Dear European Horizoners,

This past year has been completely unprecedented and challenging for many, including our organization. At the same time, it has allowed us to think and act beyond what we thought was possible. The fully digital nature of our work allowed us to connect and reach more people than ever before. It is not an exaggeration to say we transformed our work in a matter of months to fully take advantage of the opportunities of this new, digital world. We managed to hold 3 flagship Intercontinental conferences attended at the same time in Asia, Europe, and the United States. For our European Policy Competition, we gave our members a chance to make a tangible impact by working with the City of New Orleans on sustainability issues. Throughout the year, we held panels and discussions on the most pressing issues facing us today. The digital format of our work allowed our portfolios to grow their impacts beyond their original vision.

Through them, we furthered the transatlantic dialogue and involvement of the youth in forming our own future. We were proactive to world developments through our weekly policy briefs and timely outputs from our policy portfolio. Our chapters also found a unique opportunity for more digital collaboration, delivering collaborative policy outputs and events such as NATO Simulation. On top of everything, we spent time and energy engaging not only our current members but also our alumni. This academic year has really shown that European Horizons knows its place in the world, and together with our members, we continue making progress in engaging the youth with policymaking and transatlantic affairs. It was an absolute pleasure working with everyone in the 2020-2021 academic year, and we eagerly anticipate the impact of the organization in the coming year!

Co-funded by the European Union
Our achievements in numbers

2020

2021
### 3.1 CONFERENCES PORTFOLIO

Successful adaptation of EuH conferences to a virtual format during the COVID-pandemic through online formats.

#### INTERCONTINENTAL EVENTS

<table>
<thead>
<tr>
<th>European Student Conference</th>
<th>Fall Policy Workshop</th>
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<tbody>
<tr>
<td>- 3 panels</td>
<td>- 9 speakers</td>
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<tr>
<td>- 9 workshops</td>
<td>- 3 policy-making</td>
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<tr>
<td>- 1 keynote speech</td>
<td>- making workshops</td>
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<tr>
<td>- 12 speakers in total</td>
<td>- 4 policy-writing</td>
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<tr>
<td>- 2 Social events</td>
<td>- workshops</td>
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**European Horizons Policy Competition**

- 25 teams in total
- 39 universities on 4 continents
- 7 teams in Round 2
- 5 judges (business, academia, policy-making backgrounds)
3.2 POLICY PORTFOLIO

YEAR AS A PORTFOLIO

- 100+ policy papers incubated
- 31 Weekly Policy Briefs written by 24 different authors
- 3 public consultations for the European Commission
- 39 daily briefs covering the US Election and Biden's Cabinet members
3.3 PUBLICATIONS PORTFOLIO

23 SUBMISSIONS ON THE TRANSATLANTIC PERSPECTIVE

The Transatlantic Perspective
- 1,680+ reads
- 341 new followers
- 14 universities represented

Review of European and Transatlantic Affairs 2020
- 15 full-length submissions
- 5+ policy memos from ESC
3.4 CHAPTERS PORTFOLIO

5

CHAPTER EVENTS, PUBLICATIONS, AND PROJECTS

ACROSS OUR NETWORK

• 100+ Publications
• 40+ Events
• 6 cross-chapter initiatives and global events
• 6 Podcasts
• 11 new + 20 prospective chapters
• 1st ever chapter in Canada at UBC.
GLOBAL EVENTS PER SEMESTER

- 1 alumni social event per semester connecting alumni of 5+ years
- 120+ registered alumni, triple than last year
- 60+ members composing a newly created Facebook group
3.6 PUBLIC RELATIONS PORTFOLIO

12 MONTHLY PUBLIC RELATIONS CAMPAIGNS

Facebook
- 41,648 page reach
- 441 new page followers
- 6,059 page views

LinkedIn
- 12,384 page views

Campaigns
- 12 campaigns per month
- 7 press releases

Instagram
- 5,146 post engagements
- 343 new followers
- 52,600 post impressions
- 44,300 post reach

Twitter
- 186 retweets
- 116 new followers

YouTube
- 15 new subscribers
- 15 videos published

Gabrielle Bernoville
Director of Public Relations

Kenna King
Deputy Director of Public Relations
PORTFOLIO HIGHLIGHTS
CONFERENCES PORTFOLIO

Fall Policy Workshop (FPW), 13th-15th November 2020
3 continents | 2 day-long intercontinental Conference

- As new flagship conference, the Fall Policy Workshop was designed to foster intercontinental connections between chapter members and to develop students’ policy-writing skills through a discussion of issues related to migration.
- 9 accomplished speakers and workshop leaders shared their experiences and knowledge with students who then went on to consider such issues as the EU’s reaction to the Rohingya crisis, cultural integration of young refugees, and COVID-19 protection at the US border and offer policy solutions to them in their memos.
- After the workshop, the European Horizons team and workshop leaders selected the 8 best memos for publication in the conference booklet and awarded book prizes to the authors of the top 4.

European Horizons Policy Competition (EuHPC), 26th-28th February 2021
25 Teams | 39 Universities | 4 Continents

- European Horizons Policy Competition offered the chance to shape sustainability policies in New Orleans and to win the grand $2,000 Bureau Veritas Prize in the first-ever European Horizons Policy Competition!
- The teams were challenged to tackle one of three key issues for the city: subsidence and coastal resilience, urban heat islands, and the quality of life in the face of climate change. In the first round, the participants produced policy memos outlining their proposed solutions to these problems, with the best 7 teams then advancing into the second round.
- There they had the chance to present their solutions live to an accomplished and diverse jury composed of representatives of the city’s Office of Resilience and Sustainability and of the sponsor, academics and EuH’s very own alumna.

6th European Student Conference (ESC), 4th-6th June 2021

- Aspiring students from Europe, Asia, and North America attending ESC had the unique opportunity to work with policy experts prior to the conference to sharpen their policy-writing and dive deeper into their workshop topics.
- During the conference attendees connected in three separate sessions per workshop to polish their policy memos.
- ESC featured three innovative workshops on the topics of Reimagining the Transatlantic Alliance, Defending Democracy Against Cyber Threats, and Strengthening the Eastern Partnership.
- Conference participants also attended three panels in which the panelists were Dr. Jeremy Shapiro, Dr. Gorana Grgic, Rachel Rizzo, Dr. Nad’a Kovalcikova, Dr. Asaf Lubin, Dr. Florence G’Sell, Richard Giragosian, and Petras Austrevicius.
- They attended a keynote speech by Ambassador Thomas Mayr-Harting, and a fireside chat with Sebastian Stötting, EuH alumnus and candidate in the 2021 German federal election.
POLICY PORTFOLIO

We strove to elevate the way our members approach policy-making and writing.

As a brand-new portfolio, the Policy team aimed to work in support of our organization’s mission. Our newly developed topical background guides and our policy memo writing guide in particular formed the backbone of a strengthened policy DNA at European Horizons’ flagship conferences.

And don’t miss our Policy Memo Master Class recorded for YouTube!

Throughout the year, we crafted 31 Weekly Policy Briefs examining aspects of European and transatlantic affairs on social media; 22 daily briefs in the run-up to the U.S. elections; and 17 daily briefs as part of the #MeetTheCabinet campaign. As a policy incubator, we crafted three public consultations to the European Commission on the topics of legal migration and, in partnership with the Polish think tank Instrat, in critical support of the groundbreaking Digital Services Act and the Digital Market Act.

In early 2021, we both co-hosted the inaugural European Policy Prize in close cooperation with the European Student Think Tank and partnered with the City of New Orleans for the European Horizons Policy Competition. Following a successful collaboration with the city’s Office of Resilience and Sustainability, we are looking forward to a continued and impact-centered partnership.
PUBLICATIONS PORTFOLIO
The publication portfolio is at the core of our action and values. Through different platforms we aim to open new venues for dialogue and ideas-sharing among youth.

NEW BLOG
The Transatlantic Perspective: 1,678 views
TTP, formerly known as the IDEAS blog, is the official blog of European Horizons, created to give students a platform to share their thoughts on transatlantic policy with a broad audience. In 2021, our blog enabled writers to share the same high-level discussions of current issues affecting Europe and the transatlantic relationship in a more digestible, timely format.

RETA PUBLICATION
The Review of European and Transatlantic Affairs (RETA)
The RETA contains conference papers, policy ideas, and research essays from many chapters on a multitude of different subjects. In 2021, we received 15 full-length submissions and 5 policy memos from ESC.

UPCOMING
CHAPTER NETWORK PORTFOLIO

The chapter network portfolio is critical in connecting our international community of chapters to each other and to our Executive Board.

Rising to the Occasion
The 2020-2021 academic year was a standout year for our chapter network. Our two regional portfolio teams have worked tirelessly to remove barriers to entry for new chapters and enhance the impact of our existing ones. It’s safe to say these initiatives have succeeded: despite the pandemic, our chapter network has not only grown, but has hosted more events, undertaken more projects, and written more publications than ever before.

Breaking Down Barriers
Our chapter network has also deepened its global roots. We have organized 3 major cross-regional initiatives, including a series of events and publications on interference in elections and an event featuring former EU High Representative Federica Mogherini. We have also bridged the transatlantic divide, with an event between our chapters at NYU and Amsterdam on the future of democracy, and a NATO simulation, organized in collaboration with the Baltic Security Foundation.
CHAPTER NETWORK PORTFOLIO

The chapter network portfolio is critical in connecting our international community of chapters to each other and to our Executive Board.

OUR CHAPTER INITIATIVES

IN FOCUS

INTERFERENCE IN ELECTIONS INITIATIVE
This initiative brought together every chapter in the Northern European region to produce 10 op-eds, and culminated in an innovative event allowing participants to directly interface with experts from Freedom House, Stanford University, and the Belfer Center at Harvard University.

DEMOCRACY IN DANGER? TRANSatlantic PERSPECTIVES
Our Amsterdam and NYU chapters jointly delivered this panel discussion featuring Dr. Daniel Hamilton of the Wilson Center, Dr. Christian Martin, Max Weber Visiting Chair at NYU, Dr. Alexandros Karides of the European Parliament’s DG for External Policy, and Dr. Alice Ciulla, DAAD fellow at the University of Rome.

NATO SIMULATION
In collaboration with the Baltic Security Foundation and the Bush School of Government at Texas A&M, we organized a simulation in which participants, taking the role of NATO members, worked to creatively respond to a crisis.

THE DAY AFTER: THE STATE AND FUTURE OF TRANSatlantic RELATIONS AFTER THE TRUMP ADMINISTRATION
Our Chapter at the College of Europe organized a high-level discussion on the future of transatlantic relations, featuring Federica Mogherini, former EU High Representative for Foreign Affairs and Security Policy, Michael Curtis, Deputy Head of the EU Delegation to the US, Kristine Berzina, Senior Fellow at the German Marshall Fund, Michael C. Ryan, former Deputy Assistant Secretary of Defense for European and NATO Policy, and moderated by John Shattuck of the Fletcher School and Harvard Kennedy School.
ALUMNI NETWORK PORTFOLIO

The first Alumni Portfolio team was introduced this year to European Horizons, with its own liaison to the Public Relations portfolio, to ensure personalized attention is given to all Alumni across our three continents.

In its first year, the portfolio had two main objectives:
1. To re-engage with European Horizons Alumni and
2. To expand the European Horizons Alumni Network.

Given the two central objectives, the team invited alumni to connect with the EuH community through panels, social and networking events, and social media campaigns.

To expand awareness of our alumni and their accomplishments, the team orchestrated the Alumni of the Month social media campaign and posted bi-monthly Alumni testimonials on Alumni-specific social media channels.

To further connect alumni to one another, the EuH Alumni Facebook group and monthly Alumni Newsletter were launched. These efforts resulted in the registered Alumni community tripling over the past year.
PUBLIC RELATIONS PORTFOLIO

The PR team is the face of European Horizons, working across all portfolios to ensure the organization’s accomplishments are promoted and built upon. The team had 5 objectives for the year:

Conceive a clear and comprehensive corporate identity
This was accomplished through consistent designs and images, recurrent social media campaigns, a clear corporate color code, and branding of external documents.

Foster accessibility and outreach
Through utilizing paid social media advertising, releasing monthly newsletters, tailoring social media campaigns to increase engagement with human-centered content, and encouraging partners to share our work, the team expanded the organization’s outreach.

Strengthen EuH’s legitimacy as an international student-led policy incubator
The team accomplished this objective through promoting our chapters and partners’ events on our social media and encouraging cross-chapter publications.

Enhance connections with our network and local chapters
By sharing promotional materials with our local chapters and promoting the actions of the chapters with our international community, the team built connections between our local and international communities and audiences.

Bring support and design strategies to implement other portfolios’ strategies
In collaboration with the conferences, chapters, policy, and alumni portfolios, the PR team assisted with promotion of all events and accomplishments of the organization.
SPONSORSHIPS PORTFOLIO

The Sponsorships portfolio ensures our projects and conferences have the resources and connections to optimize our desired results and expand our audience and influence.

In addition to securing a renewal of our sponsorship by the Erasmus+ Programme of the European Union, the Sponsorships portfolio also secured 3 new sponsorships:

**Bureau Veritas**

Bureau Veritas is a recognized world leader in testing, inspection and certification services (TIC).

**Monday.com**

Monday.com is a task management tool used by the executive board to coordinate cross-portfolio collaboration on projects.

**Nicereply**

Nicereply is a customer experience software that helps teams measure and improve the quality of their customer service.
PARTNERSHIPS PORTFOLIO

In 2020-2021 the Partnerships portfolio sought to build long-term relationships with like-minded external organizations. Our global strategy focused on three areas: becoming a true policy incubator, building a thriving community, and strengthening our digital presence.

Key achievements with our new partners:

**INSTRAT FUNDATION**
- Organized high-level panel on Young Voices Shaping the EU’S Digital Future.

**DEBATING EUROPE**
- Jointly delivered “Will transatlantic relations improve under Joe Biden?,” which featured Daniel Fried, a Fellow at the Atlantic Council, alongside our very own Luka Ignac.

**PROJECT ROUSSEAUX**
- Developed and delivered two semester-long courses on Environmental and Immigration Policy for youth in communities of need in the United States.

**EUROPEAN PARLIAMENT LIAISON OFFICE IN WASHINGTON D.C. (EPLO)**
- Organized a panel on Racism in Europe in collaboration with EPLO.
- Invited EPLO expert to our Fall Policy Workshop in November 2020.
- Jointly organized a panel at the 2021 European Student Conference.

**EUROPEAN STUDENT THINK TANK**
- Organised the European Policy Prize which challenged participants to find tangible solutions for the future of Europe.

**ASKO EUROPA-STIFTUNG FOUNDATION**
- Published a new book with ASKO on how digital technologies can build a more integrated Europe, published by Nomos.
The People and Culture portfolio was established in January 2021 to meet the needs of our growing global community. Its goal is to ensure that our team and work environment remains healthy and productive. Although there is still a lot of room for improvement, and thus exciting opportunities for the future Executive Board team to pursue, we have managed to take some important steps in a short period of time this year.

We aim to prioritize the personal and professional development of our members

- In 2020, the portfolio prepared a comprehensive survey to understand the experiences of the leadership team this year. It provided valuable insights into members’ expectations, growth plans and experiences regarding various aspects of the organization including organizational values and mission, team work, and commitment.

- The portfolio took initiative to organize meetings with the Board of Directors to discuss leadership in European Horizons.
- The portfolio organised discussions around mental health and created venues for social interactions among members besides work.
- The portfolio is currently planning a mission workshop for 2022.

We believe that regular meetings with the members and systematic analysis of survey results will bring the organization and its members to a whole different level. We are excited for the next Executive Board as they can employ their creativity and imagination without limits to further improve this brand new portfolio and contribute immensely to the experiences of our members, and therefore the work we do.
EUROPEAN HORIZONS

THE ONLY STUDENT-LED POLICY INCUBATOR