

America's Future Foundation



Reaching New Heights for Liberty 2014 Annual Report



**AFF's 20th Anniversary
1995-2015**

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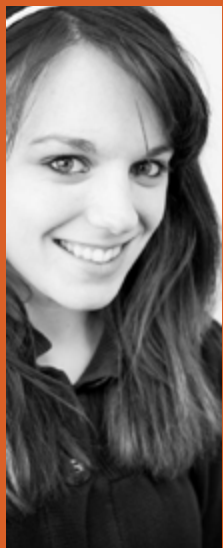
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"For the duration of my time here, America's Future Foundation has been a constant source of information, resources, and opportunities to make the most of my professional career.

While still an intern, AFF's events gave me the opportunity to meet and interact with members of the movement for liberty that I could not have found otherwise. At an event for those interested in external relations, established professionals advised that openness and sincerity were keys to building and maintaining a successful career. And without fail, you and your staff have been a constant source of encouragement.

I'm looking forward to embarking on the latest opportunities that America's Future Foundation has offered me as part of its AFF Ambassadors Program. Through the program, I'll have the ability to exercise my project management skills by helping to plan events, as well as publish my writing through AFF's blog. Words cannot convey my excitement for the year ahead of me, and my gratitude knowing that America's Future Foundation will be there to educate and guide me along the way. Thank you for all you've done for me, and for liberty."

Sloane Shearman, Institute for Humane Studies

A Message from AFF Chairman Jeff Berkowitz

Dear Friends and Supporters – Thank you for your support of America's Future Foundation (AFF), the nation's premier organization for liberty-minded young professionals. AFF identifies and develops young professional leaders into lifelong effective and engaged advocates for free markets and liberty.

I'm pleased to report that 2014 was a record year of organizational growth. Your support allowed AFF to advance liberty by hosting 118 programs in 14 cities for almost 8,000 attendees. New chapters opened in Boston and Kansas City while existing chapters grew in twelve other cities to reach more young professionals in cities where there is little or no outlet to learn liberty for this demographic.

As we celebrate AFF's 20th anniversary in 2015, we remember the humble beginnings when young professionals saw the need for an organization dedicated to networking and continued education for those interested in liberty. Over the years, it grew in DC and across the country into today's AFF which is impacting lives nationwide and looking toward continued growth.

More important than the events and programs we produce are the people we develop. Not only does AFF offer intellectual formation, it also provides young professionals the practical know-how to become the next generation of leaders in all professional areas, from think-tanks and government to business and local civic engagement. It brings the ideas of liberty to a demographic that tends to believe in larger government, regulations, and the typical views shared in universities and media. AFF helps build the national movement for free markets through broad

partnerships with state and national think tanks, student organizations, and other partners.

We're pleased to report that AFF alumni are editors of national magazines, bestselling authors, business owners, and leaders of the liberty movement's most effective organizations. I hope you'll take time to read their stories in this annual report and realize how your support is making a solid impact.

On behalf of the board of directors and all those who, like us, have benefited from AFF, thank you for your support of this important organization. Here's to AFF's next 20 years advancing liberty!

Sincerely,



Jeff Berkowitz
Chairman



"Ever since its humble beginning, AFF has been the premier networking and professional development organization for young conservatives and libertarians nationwide. Your innovative programs offer young professionals unique opportunities they cannot find elsewhere. AFF provides the crucial next step after students graduate and seek to continue advancing liberty. I encourage you to support the vital work of America's Future Foundation."

Roger Ream, President, The Fund for American Studies

AFF Identifies and Develops Young Professional Leaders for Liberty



Regular AFF programs feature young professionals speaking about hot topics from the free market perspective

The mission of America's Future Foundation is to identify and develop young professional leaders for liberty. The vision is to build a nationwide network of lifelong effective and engaged advocates for free markets and liberty.

AFF occupies a unique niche. Many conservative and libertarian organizations target college students to teach the first principles of a free society and offer advice and resources to obtain a first job. AFF is the leader in providing resources for professionals in their 20s and 30s during the second stage of development as leaders.

AFF offers young professionals networking, educational, and professional development opportunities to write, speak, manage programs, network, and directly develop the skills that allow

them to move up in their jobs and contribute to the success of liberty-minded organizations. Many are described in this report, and AFF makes it a point to collaborate as widely as possible to make sure the ideas of liberty are shared with young professionals.

Long term, this strategy increases the supply of top-notch talent who will carry the torch for liberty as policy analysts, think tank leadership, writers, journalists, grassroots activists, and elected officials.

Your leveraged support of America's Future Foundation fills an important gap and provides talented young professionals with unique opportunities they cannot find elsewhere. The liberty movement is stronger because the talent pipeline is further developed and deeper partnerships are forged between student organizations and AFF.



Networking



Education



Professional Development



Gates

My name is Seneca Gates, and I recently moved to Washington, DC from Florida after deciding that I wanted to pursue a career in the liberty movement. I moved to DC not knowing a single person, nor did I have any idea of how to go about navigating a career change in a new and large city. America's Future Foundation was-- and still is-- the bridge that enabled me to make a smooth transition and served as an invaluable support system. AFF has allowed me to connect with like-minded people and find opportunities that would otherwise be unavailable to someone who is pursuing a new career path. Also, I was recently paired up with a mentor through AFF's mentor program which is providing me with guidance and tools for professional development.

America's Future Foundation has proven to be an invaluable resource to me in my pursuit of advancing liberty. Not only has AFF allowed me to channel my passion for liberty into practical applications such as the newly established ambassador program, but has also provided me with the resources to further my knowledge of liberty through its various events and lectures. Only through your support of America's Future Foundation has this been possible, and for that I would like to personally thank you.

AFF Local Chapters Educate and Develop Talent In Cities Around the Country

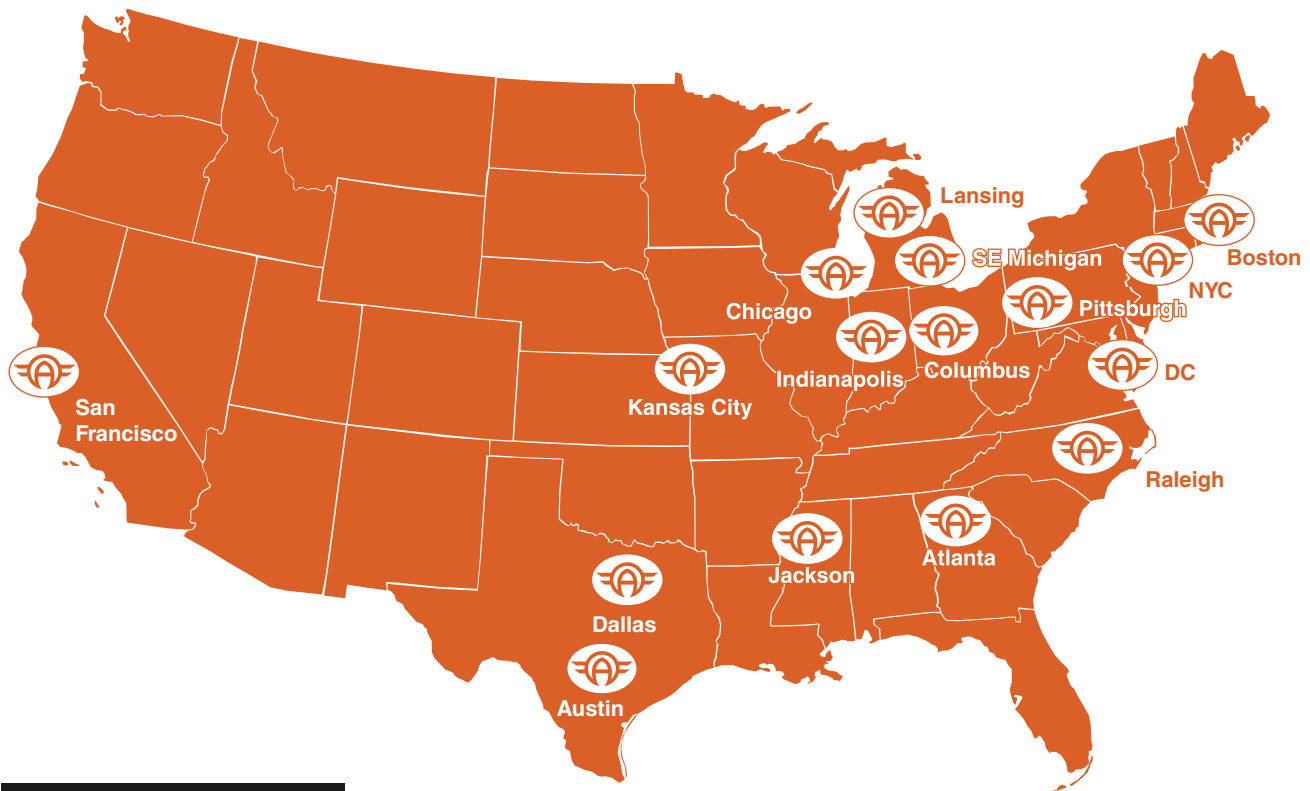
America's Future Foundation chapters hosted 54 events in 14 cities during 2014, reaching more than 2,260 attendees. In order to cast a wider net and find the best and brightest leaders, your support allowed AFF to expand its efforts to the states since 2007. The "AFF on the Road" initiative ensures a steady stream of young people who can staff state-based think tanks and other enterprises for liberty.

The vision for AFF chapters is to reach 20 cities through organic growth. Young professional leaders approach AFF and ask to bring a chapter to their cities. During 2014, leaders in Boston, Kansas City, Indianapolis, San Francisco, Lansing, and several other cities approached AFF with interest in starting a chapter, and two were able to do so. Others are building infrastructure to launch soon. Please visit americasfuture.org/chapters to see the latest list and learn about events near you. **Kathryn Shelton**, AFF's director of chapter advancement, provided the necessary guidance for successful events throughout the country.

A chapter leader retreat was held in October 2014. Leaders from around the country gathered in Dallas to discuss best practices and learn more about how to grow their chapters. Free market scholar **Dr. Robert Lawson** from Southern Methodist University spent time with attendees highlighting his research on economic freedom worldwide.

Chapter leaders have a unique opportunity to organize their peers, plan and promote free market events, improve their public speaking skills, and expand their local network. This kind of opportunity is rarely found with other organizations for young professionals.

New chapters receive a subsidy from the national office in order to build their brand and have a strong presence for their first several events. However, AFF leads chapters toward financial self-sufficiency by providing guidance to establish local fundraising. Additionally, chapter leaders are encouraged to find local sources of support including in-kind donations



from restaurants or vendors and traditional monetary donations.

Chapter programming generally consists of roundtable discussions or guest speakers on the ideas of liberty that are coupled with networking meetings. AFF's niche is to provide discussions of conservative and libertarian perspectives on issues that one would not necessarily find elsewhere.

Successful events in 2014 covered issues such as school choice, drug policy, liberty and pop culture, social media, the status of entrepreneurship, and ridesharing regulations. The Charles Koch Institute sponsored a series of "economics boot camp" programs to remind people (or teach for the first time) about basic economics and free markets. In addition, AFF Pittsburgh held its second annual "Liberty Ball" to honor local entrepreneur D. Raja.



"AFF's chapters around the country provide essential opportunities for young people to learn the ideas of liberty in a fun atmosphere with their peers. I've seen this first-hand in Chicago and know they are making an impact in other cities as well. I invite you to join me in supporting AFF financially because it is so important to invest in the future of our movement and our country."

John Tillman, CEO, Illinois Policy Institute

"I've been privileged to support America's Future Foundation's work nationwide through the "AFF on the Road" initiative. Your chapters in several cities around the country provide an important outlet for liberty-minded young professionals to network and advance their careers. AFF's programs allow for great networking but also create unique opportunities for leadership and career advancement. I encourage all liberty-minded young professionals to join AFF."

Tracie Sharp, President, State Policy Network



Leader Profile: Arif Panju Reaches New Audiences with Your Ideas through AFF Austin

Arif Panju started the Austin chapter of America's Future Foundation in April of 2013. His full-time job is an attorney at the Institute for Justice. He first heard about AFF from a longtime friend, Ashok Chandra, who at the time led AFF New York City.

So far, the Austin chapter has been one of AFF's busiest. Arif has recruited a talented board, and together they have put on dinners, panels, roundtables and film screenings that reached a wide audience.

Arif explains how AFF Austin draws diverse audiences to educate about the ideas of liberty:

"Long term, our plan for AFF-Austin is to continue demonstrating how individual liberty forms the pillars of a free society and that Austin, at its core, is more liberty-minded than anything else. Austin has an entrepreneurial spirit that has thrived—from food trucks, to urban farms, to becoming the new destination of choice for tech entrepreneurship—because of access to free markets, economic liberty, and a robust marketplace of ideas.

"By continuing to host cutting-edge events, our goals are to both highlight the importance of individual liberty when assessing the issues of the day, and identifying young leaders that can both apply and articulate the principles of liberty in an effective way."



Chapter Profile: AFF Kansas City Launches with Interactive Exercise on Hayek's Ideas

It was Spring 2014, and AFF Kansas City Founder and Chairman Patrick Parkes was searching for ways to connect with the new community to which he had just moved six months prior. Then, it hit him. Why not liberty? After talking with AFF about what the organization had to offer, Parkes was excited to bring AFF to Kansas City. However, he knew he couldn't do it alone. That's where AFF Kansas City Vice Chairman Jon Bachura came in.

"I can say quite literally that AFF brought Jon and me together," Parkes said. "We were two young professionals still trying to find our places in Kansas City. We had a passion for liberty that united us, and we knew there were likely others who shared that passion as well. AFF served as the vehicle that allowed us to find these individuals, leverage their talents, and begin to build a movement."

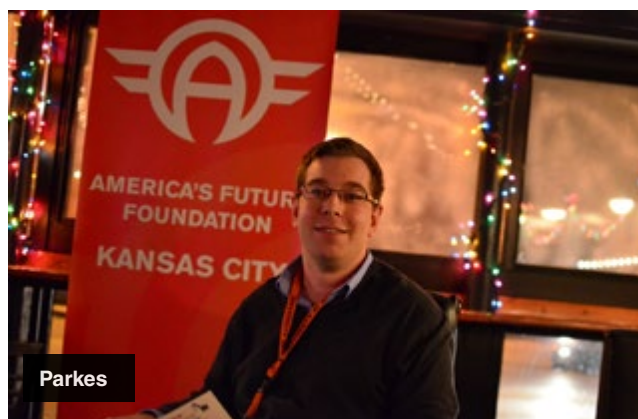
Parkes and Bachura looked at existing AFF chapters in other cities as models, but they were careful not to rush their own chapter's launch. They knew they had only one shot to make a great first impression and wanted to give their best ideas a chance to develop—much like the slow-smoke style of barbeque that put Kansas City on the map!

From the outset, Bachura wanted the chapter to reflect his city's signature entrepreneurial spirit. On Thursday, December 11th, 2014, AFF Kansas City launched with an interactive simulation highlighting the importance of Nobel Laureate economist F.A. Hayek's "local knowledge problem" as it related to participants' goals, careers, and daily lives.

Participants joined forces along a hypothetical book factory assembly line and were each given a single, numberless page of a larger picture book to be produced. The "factory workers" could not reveal their individual pages to colleagues; they had to describe page contents verbally, strategize, and arrange themselves accordingly—all without a visual picture of how the finished book product should look. Each "factory worker" had an individual vision for the book project based on the image in front of him or her but could only execute that vision by learning about, communicating with, and relying on others.

"AFF Kansas City has given me an outlet for my love of teaching entrepreneurship through immersive, low-

tech market simulations," he said. "At our first event, we had a small but important group of some of K.C.'s leading entrepreneurs and visionaries. We got them on their feet, interacting, and doing what they do best: solving problems."



Profiles in Liberty: AFF Alumni Make a Difference Nationwide for Liberty

Many of those involved in AFF over its 20 year history have gone on to make a difference for liberty in their field. AFF alumni in political, media, private, non-profit, and legal fields have been particularly active in advancing the ideas of limited government, free markets and individual liberty. Here are some specific examples of how your investment has paid off through AFF's history.

Political

Kristen Soltis Anderson is the Co-Founder of Echelon Insights. Her work in polling and opinion studies earned her rankings as one of *TIME Magazine's* "30 under 30 Changing the World," one of *Campaigns & Elections'* "The Influencers 50" and as one of *National Journal Magazine's* "25 Most Influential Women Under 35 in Washington."



"AFF offers young leaders the training and mentoring to reach those first professional successes that will lead to years of strong leadership within the liberty movement. In my case, my first media, writing, and panel experiences all came through AFF. I owe an enormous debt of gratitude to America's Future Foundation for helping me start my career and my life as a young professional woman. I'm much better at advocating liberty because of AFF. And, as a supporter of AFF, I owe a debt of gratitude to you."

Other political alumni of AFF programs include **Max Pappas** and **Sean Rushton**, senior advisors to Senator Ted Cruz (TX), **Jeff Berkowitz**, principal of Berkowitz Public Affairs, and **Brett Bittner**, who was elected to the school board in Marietta, Georgia.



Media

Katherine Mangu-Ward is Managing Editor of *Reason Magazine* and a leading libertarian writer. She is a frequent commentator on radio and television networks such as National Public Radio, CNBC, C-SPAN, Fox Business, Fox News Channel, and MSNBC. Her work has appeared in *The Wall Street Journal*, *The Washington Post*, *The Los Angeles Times*, *The New York Times* online, and numerous other publications.

"One thing that AFF does for people who come into town is not only give them a safe place to talk about different issues, but help them form connections that can help them find a new job, their next job, a freelance assignment, or someone to look over their work. I certainly benefited from the debates that AFF hosts; I participated in them, I moderated them—but also just attending them was very helpful in my work."

Other AFF media alumni include **Reihan Salam** and **Ramesh Ponnuru** at *National Review*, **Philip Klein** and **Tim Carney** at the *Washington Examiner*, and **David Skinner**, editor of *Humanities*. **Matthew Continetti** is editor of the *Washington Free Beacon*, **Kmele Foster** was a host on Fox Business News, **Kelly Jane Torrance** writes for the *Weekly Standard*, **Peter Suderman** is an editor at *Reason*, **Conor Friedersdorf** writes for *The Atlantic*, and others.



Private Sector

John Barry was an early executive director of AFF who is now vice president of international government affairs for VISA Corporation. Over the last several years,

he has led the expansion of VISA's relationships with international governments and has lived in London and Singapore.

"I support America's Future Foundation financially because I believe that it is an investment in people, and that is one of the best investments that can be made. Investing in AFF is literally investing in the infrastructure of the Liberty Movement. My investment in AFF is multiplied many times over as AFFers develop through their career...For these reasons and more, I'd absolutely encourage everybody to support AFF."

Other AFF alumni in the private sector include **Raul Damas**, vice president of Pharma, **Joanna Robinson**, owner and founder of Lunar Massage, entrepreneurs **Robert Caldwell** and **Adam Kaufman**, consultants **Chris Siddall** and **Kent Lassman**, financial professionals **William Fox** and **Chris Gabriel**, **Brooke Oberwetter** at Facebook, **Nicki Neilly**, vice president of the Dezenhall Group, and many others.

Non-Profit



Claire Kittle Dixon is executive director of Talent Market, which serves as a clearinghouse of high-level talent for non-profit free market organizations nationwide. Claire's work has recruited and placed thousands of people in prominent positions throughout the liberty movement.

"AFF has had a special place in my heart since I was a graduate student at the Georgetown School of Socialist Studies (aka Georgetown Public Policy Institute). I was new to the nation's capital and felt completely alone philosophically – until I learned about AFF. AFF was my first introduction to libertarian and conservative circles in Washington, DC. I met some amazing free marketers who are still my friends today, and my first movement job at Koch was a direct result of the connections I made through AFF. I'm sure countless others would say the same thing about how AFF positively influenced their lives/careers."

Other AFF alumni making an impact in the liberty movement include **Heather Pfitzenmaier** at the Heritage Foundation, **David Kirby** and **Heather Curry** at the Cato Institute, **Richard Lorenc** at the Foundation for Economic Education, **Stacie Rumenap** and **Daniel Rothschild** at the Mercatus Center, and many others.

Legal

Ilya Shapiro is Senior Fellow in Constitutional Studies at the Cato Institute and Editor-in-Chief of the Cato Supreme Court Review. He is among Washington's top legal minds, often appearing in print and broadcast media to analyze the Supreme Court.

"America's Future Foundation has been a central part of my professional and personal life here — and indeed provides a nice intersection of my personal and professional lives. I doubt my transition from private practice to Cato would have been as seamless if I hadn't developed the network that AFF provides. It's a wonderful group — and a great entree into the DC policy, politics, and journalism scene."



Other AFF alumni making a difference in the legal field include **Kathryn Kelly** at Gibson Dunn, **Joe Henchman** at the Tax Foundation, **Jonathan Adler** at Case Western Reserve University, **Jerry Brito** at the George Mason University Law School, **Matthew Roche** at the Department of Justice, and many others.

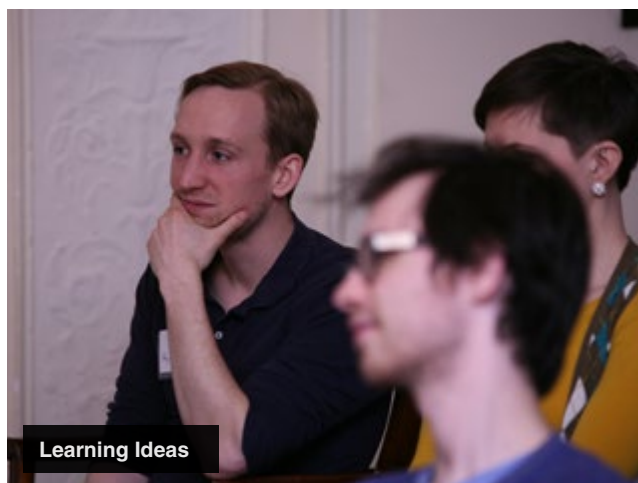
Interactive Roundtables and Debates Focus on Liberty Ideas and Building Life-Long Advocacy Skills

AFF hosts regular roundtables and unique educational programming throughout the year. In 2014, AFF hosted seven roundtables and two debates in Washington, D.C.

Roundtables focus on a timely issue and feature important up-and-coming political analysts, writers, strategists and other young activists. The energetic atmosphere of AFF roundtables certainly makes them entertaining and distinguishes them from other programs. Topics in 2014 included poverty, communicating the ideas of liberty, jobs, creativity in advancing liberty, and entrepreneurship.

Unique professional development opportunities are available through roundtables for young minds to sharpen their persuasive skills and present their ideas to public audiences. Volunteers work alongside AFF's staff to design and plan the program's topics, invite speakers, and assist with marketing, allowing them a unique opportunity to hone their skills in those areas.

AFF hosted a debate on Capitol Hill entitled "Is Copyright a Property Right?" **Phil Kerpen** from American Commitment debated Yale law school fellow **Derek Khanna**. The debate focused on what the Founding Fathers argued in the Constitution and whether or not the U.S. law has kept up with the times. Speakers cited John Locke, Thomas Jefferson, James Madison, and others to make their argument.



Event Spotlight: “What’s Best for America’s Future?” Debate Series Covers Hot Topics

In partnership with the **Arthur N. Rupe Foundation**, AFF held the “What’s Best for America’s Future?” Debate Series. The series of four high-level debates at America’s Future Foundation chapters in spring 2014 covered these important issues and helped hundreds of young professionals formulate their views on crucial public policy questions.

AFF Dallas held a debate entitled “What Is the Role of the NSA?” Guests **Ladar Levison**, founder of Lavabit LLC, and **Steven Bucci**, director of the Heritage Foundation’s Douglas and Sarah Allison Center for Foreign and National Security Policy squared off in the debate.

AFF Atlanta held a debate titled “Are Stadium Subsidies Good for the Economy?” on public subsidies to stadiums between economists **Dr. Bruce Seaman** of Georgia State University and **Dr. Victor Matheson** of the College of the Holy Cross.

AFF Chicago presented a debate between conservative and libertarian perspectives on immigration reform. More than 80 young professionals heard from the Heritage Foundation’s **David Inserra** and **Henrik Rasmussen** of Rasmussen Public Affairs.

AFF Washington, D.C. hosted a debate about Right to Work policy featuring **Vincent Vernuccio**, director of labor policy at the Mackinac Center in Michigan and **David Madland**, managing director of economic policy at the Center for American Progress.



“Ever since I became a member of America’s Future Foundation, I have met many likeminded people who are passionate about liberty. Their networking events are always fun and rewarding. My AFF membership has given me the opportunity to develop professionally by personally creating and managing projects and speaking publicly of behalf of the organization. These opportunities have helped me articulate the message of liberty and a freer society to a larger audience.”

Christian Lockamy, AFF Ambassador

Unique Professional Development Programs Offer Opportunities to Hone Key Skills



Small Group Learning

An essential part of AFF's mission is to provide professional development for the liberty movement's young staff and emerging leaders by providing unique opportunities to strengthen and hone the ability to advance liberty in a variety of areas.

Cultivation Crew is a regular gathering of free market development professionals who network, share best practices, and learn from experts. Distinguished guests during 2014 included **JP DeGance** from Philanthropy Roundtable, **Dan Butler** from the Mercatus Center, **Coley Jackson** and **Al Canata** from the Competitive Enterprise Institute (CEI), **Nat Ward** from the Heritage Foundation, **Nicole Hoplin** from Young America's Foundation, and **Cynthia Bell** from Reason. AFF is pleased to partner with CEI to organize this program.

In order to pair young professionals with recognized experts, AFF's Lunch with a Leader allows young liberty-minded professionals to meet each other and improve their networking skills. In addition to a short presentation from a well-connected leader,



Skill Development

participants network with each other. Guest speakers included **Carrie Conko** from the Mercatus Center, **John Cusey** from the American Enterprise Institute, and **David Kirby**, former executive director of AFF who is now Vice President and Senior Fellow at the Cato Institute.

Other AFF programs throughout the year give participants a special opportunity to learn valuable skills and network at a high level. AFF board member **David White**, editor of the renowned wine blog terroirist.com, conducted a wine education seminar. Attendees learned how to properly discuss a wine list with a client or donor through a tasting of several types of wine. AFF started a new **mentor program** in which members are partnered with distinguished professionals in their field. AFF facilitates the partnership and the pairs are reimbursed for drinks and food during three monthly meetings.



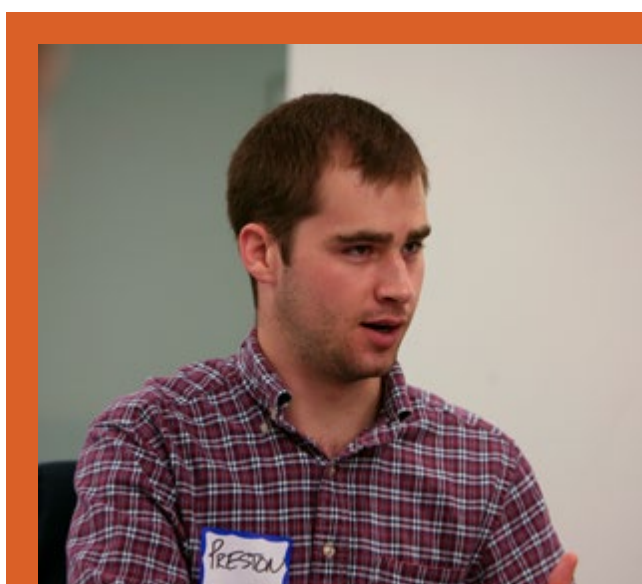
Carrie Conko



Educational Luncheon



Cultivation Crew



"Growing up in Montgomery County, Maryland, I have long been accustomed to feeling like I am the only person around who believes in the free market, individual rights, and the need for small government. After joining AFF, my eyes were opened to a whole community of young professionals who are just as passionate about freedom as I am. I have gained so much from AFF events like Cultivation Crew. I've learned practical skills from the speakers, and networked with my peers at other organizations. Simply put, I cannot overstate how much I have gained from the network of likeminded professionals I have met through AFF."

**Preston Cornish,
Reason Foundation**

New AFF Writing Program Inspires Young Writers and Exposes Them to Experts

Seven young writers enjoyed the first session of AFF's new Writing Fellows program during fall 2014. Adam O'Neal, a writer for Real Clear Politics, led the sessions and mentored the writers. Special guest speakers included Phil Klein from the *Washington Examiner*, Mollie Hemingway from the *Federalist*, and Jim Antle from the Daily Caller News Foundation.

Alexis Simendinger from Real Clear Politics covered the basics of journalism but also went further. AFF writing fellow Ari Schaeffer recounts how, "Simendinger stressed that, regardless of what topic was being covered, it was crucial to find a 'human to tell the story.' Whether discussing the most intricate details of the Export-Import Bank or the impact of Obamacare on the economy, finding a person to help tell the story dramatically improves the quality of any news article."

AFF Writing Fellowship replaced the online magazine *Doublethink* in summer 2014. Given the variety of online and print media available these days, AFF made the difficult decision to stop publishing. While *Doublethink* is missed by many, AFF's staff and board understand the importance of creative destruction and look to use scarce resources in the most efficient matter. Before it was discontinued, *Doublethink* published 61 articles in the first half of 2014.

Doublethink launched at a time before social media when there were very few publishing opportunities for aspiring writers. AFF is proud of the rich history

of *Doublethink* and the many writers and editors who have gone on to successfully influence the national conversation. In 2012, David Brooks specifically named four *Doublethink* alumni as "powerfully influencing" the GOP, and that is only the beginning. Former writers and editors now work for *National Review*, *Bloomberg*, *Reason*, *Barron's*, the *Weekly Standard*, *The Atlantic*, the *Washington Examiner*, and many other publications.



Event Spotlight: Best-Selling Writer and Congressman Chris Stewart Advises AFF Writers

It is not often that a member of Congress speaks without mentioning politics or public policy. However, AFF's writing fellows program closed on November 17 with just such a talk by **Congressman Chris Stewart** of Utah. Stewart recounted his journey from writing as a hobby to having an agent to being recruited by major publishers for large projects. He advised attendees to keep writing, even if it doesn't get published right away, and to find a mentor. Stewart is the best-selling author of many books including the Great and Terrible series.



"Participating in AFF's Writing Fellows Program this past year was an invaluable building block for my career. I met with established conservative writers who shared some of their trade secrets and let my classmates and me know how to break into a career in journalism. I heard incredible stories about some of the most storied politicians from the people who had covered their careers from start to finish. AFF's writing program was an incredible opportunity to hear from the best and equip myself with the tools I need to succeed in the future."

Ari Schaffer, AFF Writing Fellow, Fall 2014



"When I was a 22-year-old cub writer in Washington, just out of college, I got my first freelance piece published by America's Future Foundation. From there I became a regular columnist for AFF's publications, which helped me get the training and exposure I needed to advance my career. AFF was an invaluable asset in building skills, friendships, and my career."

Tim Carney, Senior Political Columnist, *Washington Examiner*

Special Events Provide Personal Access to Established Leaders Will, Lee, and Murray



Senator Mike Lee (UT) spoke at an AFF Leadership Dinner

It is difficult for young professionals to meet and learn from established policy professionals, commentators, and other leaders. AFF provides events each year that allow a unique opportunity for young professionals to meet their heroes. In 2014, AFF hosted Senator Mike Lee, columnist George Will, and scholar Charles Murray for special events in Washington, D.C.

Intimate networking took place between members, donors, speakers, and others in attendance, and everyone had the unique opportunity to interact with the speakers in a unique setting.

In April, Pulitzer-prize winning syndicated columnist **George Will** spoke to a group of AFF members in Washington, D.C. He talked about the political class in Washington and how far government has wandered from its constitutional roots. Through citation of Jefferson, Madison, and others, he explained the importance of our republic and gave prescriptions to fix many of the problems facing our nation today. Attendees appreciated the opportunity to learn from one of our nation's most widely read and influential journalists, and he stayed to answer questions from individuals after his formal presentation.

Senator Mike Lee of Utah was the special guest speaker at AFF's summer Leadership Dinner. More

than 40 attendees heard advice about leadership and why we believe what we believe. He said "To get by in Washington, it may be enough to know the right people. But to be a true leader you also need to spend time and effort expanding what you know." Senator Lee focused on four specific points: never stop reading, be principled, not doctrinaire, dive into policy details, and be a "happy warrior."

He also offered this advice to AFF leaders: "We don't simply want to replace big government with smaller government. Our policies are merely the means to an end. The real goal—the real alternative to big government—is a dynamic economy and a thriving civil society, made up of close-knit communities, strong families, and heroic citizens. So there's much work to be done outside of government in building this society together."

AFF members and friends gathered in Washington, D.C. for "Martinis with Charles Murray" on November 18. Acclaimed scholar **Charles Murray** of the American Enterprise Institute gave informal remarks about his recent work on American social demographics. He also gave his suggestions on how to reach new people with the ideas of liberty and answered questions from the crowd. After the remarks he made drinks and taught attendees how to mix the best martinis.



"No other organization provides a place for young professionals to grow and build a network of the brightest thinkers for freedom. I have had opportunities to become a better public speaker, host a fundraiser with a great public intellectual and develop training events through America's Future Foundation programs. AFF also gave me a way to give back to other young professionals looking to leverage their skills and passions for freedom. Anyone new to the liberty network is missing out if they are not a member of AFF, and seasoned professionals should consider sharing their expertise with a new generation through AFF."

Rachel Kopec, State Policy Network



Charles Murray



George Will



Gala and Social Gatherings Foster Networking and Informal Policy Discussions

America's Future Foundation is devoted not only to helping young conservatives and libertarians build careers in their cities, but also to helping them build their lives beyond work. An important part of AFF's mission is to bring people together in fun, relaxed settings where they can make friends with others who share their passion and ideology. Happy hours and social events help AFF members meet like-minded people and spark professional connections that can last a lifetime.

More than 275 young professionals gathered at the spectacular Ronald Reagan Building in Washington, D.C. for the annual **AFF Gala**. AFF executive director Roger Custer welcomed attendees, and Tim Carney from the *Washington Examiner* gave a toast to liberty. Guests enjoyed drinks, hors d'oeuvres, live DJ, silent auction, and networking with rising stars and established professionals. The annual gala is one of the most-anticipated social events for the Liberty Movement. AFF thanks all of the 16 individual sponsors and 25 organizational sponsors for their support which advances AFF's mission to identify and develop young professional leaders for liberty.

AFF members and friends gathered in Alexandria, Virginia for a **Crabfest** on October 11. Attendees enjoyed a delicious buffet featuring all-you-can-eat Maryland blue crabs, along with a full picnic.

Crabfest is an AFF social program where liberty-minded young professionals come together to network and enjoy each other's company in a different setting than AFF's policy and professional development events. AFF particularly thanks the sponsors: Franklin Center, Heritage Foundation, U.S. Chamber of Commerce, R Street Institute, Case Consulting Services, Leadership Institute, MediaDC, Ilya Shapiro, Roger Custer, Cheryl Miller, Daniel Rothschild, and Morgan Knoll.

AFF often partners with other organizations for themed events. July 2014 featured a happy hour called "**A Transatlantic Toast to Liberty**" in which AFF partnered with the Young Britons Foundation. AFF members networked with classical liberal colleagues from across the pond during the Europeans' annual summer visit to Washington. Other partners in 2014 included the Leadership Institute, R Street Institute, Foundation for Economic Education, and the Foundation for Individual Rights in Education (FIRE).

For journalists, AFF hosted two happy hours with prominent writers to promote writing programs and make connections. Emerging writers networked with AFF alumni **Tim Carney**, **Jim Antle**, **Phil Klein**, and commentator **S.E. Cupp**.





Crabfest



Transatlantic Toast



Making Friends



Networking



Enjoying the Gala



Curry (left)

As a new-to-DC intern in September 2010, I had a pretty familiar story: I didn't know my way around the city, I couldn't find my way out of a Metro station, I didn't know anyone and no one knew me. When a peer invited me to attend an AFF Roundtable, I figured it might be a good way to meet a few people. Little did I know AFF would turn out to be so beneficial to my career in the nonprofit world.

Fast forward three years and I can count numerous professional opportunities that have stemmed from my long-standing involvement with AFF: the contact I made at that 2010 Roundtable that led to my first DC job; the opportunity to plan a Leadership Dinner featuring Senator Rand Paul; and the writing and editing opportunities I had with the blog. Over the past several years, AFF has invested resources in me that have paid dividends for my career. With young professionals arriving in DC in record numbers, AFF is in the perfect position to continue to invest in the future of the liberty movement.

Heather Curry, Cato Institute

Collaboration Leverages Your Investment in Liberty Through Valuable Partnerships

AFF collaborates with a wide range of organizations in order to bring the ideas of liberty to young professional audiences, provide professional development opportunities for new staff, and connect student group participants to professional opportunities. Through co-sponsored programs and other collaborations, AFF builds the liberty movement and serves as the second step in the development of young leaders.

AFF co-sponsored an event on October 30 with Generation Opportunity on specific “real world” skills that college simply doesn’t teach. Panelists **Gabrielle Jackson, Patrice Lee, Joe Mansour, and Joe Wood** presented tips on avoiding unemployment, managing finances, being an entrepreneur, and how to get ahead of the curve. AFF and Generation Opportunity thank Microsoft for providing space to host this event and **Suhail Khan** for moderating.

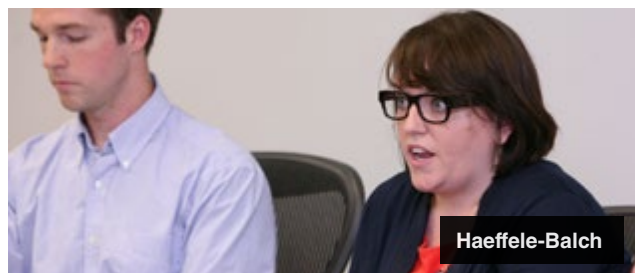
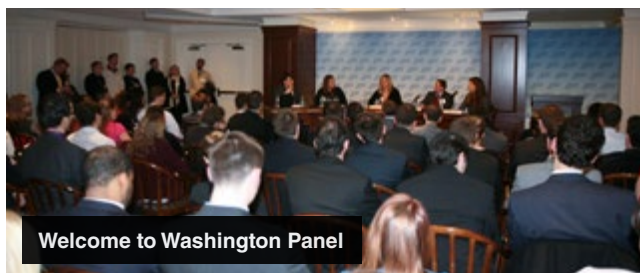
AFF partnered with the Mercatus Center at George Mason University for a panel entitled “Is Grad School for You?” Young professionals often ask AFF for advice so this panel served to give arguments for and against further study. **Stefanie Haefelle-Balch** from Mercatus, **Phil Magness** from the Institute for Humane Studies (IHS), and AFF member **Stephanie Sanchez** went over the options for potential graduate students, including the wide range of Mercatus and IHS opportunities.

Interns and new employees come to Washington, D.C. throughout the year to start their career in think tanks, activism groups, business, Capitol Hill, and other fields. AFF partnered with the American Enterprise Institute and Leadership Institute to host a “Welcome to Washington” panel in July featuring speakers **Nena Bartlett, Abby Alger, Scott Barton, Matthew Hurtt, and Brad Wassink**.

AFF collaborated with the following organizations

in 2014 as gala sponsors, program co-sponsors, speakers, and other ways:

*American Enterprise Institute
Americans for Prosperity
Atlas Network
Bastiat Society
Buckeye Institute
Capital Research Center
Cato Institute
Center for Shared Services
Charles Koch Institute
Coalition to Reduce Spending
Competitive Enterprise Institute
Foundation for Economic Education
Foundation for Individual Rights in Education
Franklin Center
Fund for American Studies
Generation Opportunity
Georgia Public Policy Foundation
Heartland Institute
Heritage Foundation
Illinois Policy Institute
Independent Women’s Forum
Institute for Justice
Intercollegiate Studies Institute
Institute for Humane Studies
Leadership Institute
Liberty on the Rocks
Mercatus Center
National Review Institute
National School Choice Week
Network of Enlightened Women (NeW)
R Street Institute
Reason
State Policy Network
Students for Liberty
Young America’s Foundation
Young Americans for Liberty
Young Conservatives Coalition
Young Britons Foundation*



AFF Experiences Record Growth

America's Future Foundation experienced record growth during 2014, hosting 118 events in 14 cities nationwide for almost 8,000 attendees. Your support allows AFF to reach even more young professionals with the ideas of liberty while providing unique professional development opportunities to the liberty movement's future leaders.

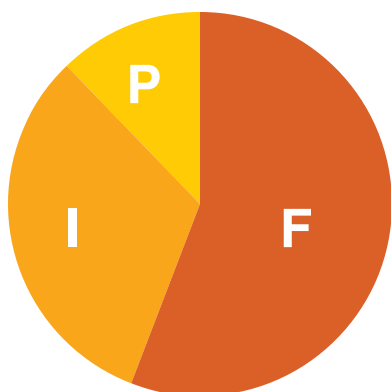
AFF's audited financial performance for the fiscal year ending June 30, 2014 is broken down here.

Income

Foundations
\$290,129
56%

Individuals
\$167,089
32%

Programs
\$60,677
12%



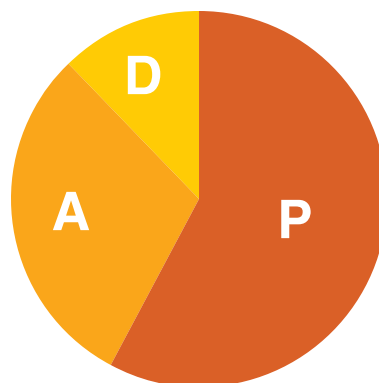
Total \$517,895

Expenses

Program
\$234,097
62%

Administrative
\$99,659
27%

Development
\$41,690
11%



Total \$375,446

Your support has allowed AFF to experience growth in all areas from 2013 to 2014. By all measures, AFF is identifying and developing young professional leaders for liberty around the country in order to strengthen the liberty movement.

2014 By the Numbers: Results Show Big Gains

| | Revenue | |
|-------------|-------------|------------------|
| +60% | 2012 | \$227,293 |
| | 2013 | \$324,506 |
| | 2014 | \$517,895 |



| | Number of Programs | |
|-------------|--------------------|--|
| 2012 | 88 | |
| 2013 | 102 | |
| 2014 | 118 | |

| | Program Spending | |
|-------------|------------------|------------------|
| +19% | 2012 | \$145,023 |
| | 2013 | \$196,796 |
| | 2014 | \$234,097 |



| | Twitter Followers | |
|-------------|-------------------|--|
| 2012 | 2,000 | |
| 2013 | 2,495 | |
| 2014 | 3,500 | |

January 2015 Survey Results

How do you feel toward AFF?

| | |
|------------------------------|-----|
| Favorable/Very Favorable | 92% |
| Unfavorable/Very Unfavorable | 3% |
| Unsure | 5% |

Is AFF on the Right Track?

| | |
|--------|-----|
| Yes | 80% |
| No | 2% |
| Unsure | 18% |

Your Support Builds the Liberty Movement

America's Future Foundation gratefully acknowledges supporters throughout the country who make its work possible. The following list reflects gifts of more than \$100 during calendar 2014.

Foundations

Aequus Institute
Anonymous
Armstrong Foundation
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Melanie Hildreth
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"My wife Linda and I are on the recipient end--I think-- of more fundraising appeals from more organizations than either one of us can count. AFF has been on our list for a number of years. We're proud to support it personally, because it does represent that bridge--beyond college, beyond graduate school, to keep people committed to the ideas of liberty and to advancing them around the country. AFF fills a unique niche; it does it effectively and efficiently with great staff and low overhead, and for all that we are grateful."

**Ed Feulner, Founder & Former President,
The Heritage Foundation**

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Your support educates and inspires young professionals

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Joe Mansour
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Support AFF today by making a gift at americasfuture.org/give

"We were drawn to America's Future Foundation first by its mission and second by its strategy. AFF does more than just identify and develop future conservative and libertarian leaders; it provides an environment that encourages debate and challenges the individual to hone the skills they need to achieve civic self-fulfillment and public service."

**S. Dillard Kirby,
Executive Director,
The F.M. Kirby Foundation**



Reaching New Heights for Liberty: Looking to the Future for AFF's 20th Anniversary

Thank you for your support of America's Future Foundation. 2014 was a record year for AFF. Yet as we reflect on many accomplishments, we move toward our vision for the future as we celebrate 20 years. More specifically, you are invited to join AFF for a special conference and gala on May 27 in Washington, D.C.

This year's theme is "reaching new heights for liberty." As AFF opens chapters in new cities and works with new college graduates in record numbers, we build the liberty movement and invest in its future leaders.

AFF serves as the liberty movement's talent agency for those beginning their career. Our vision is to be the premier networking and professional development organization for liberty-minded young professionals. We continue to identify and encourage the leading libertarian and conservative policy analysts, intellectuals, writers, media strategists, legislative staff, activists, and grassroots leaders. AFF will develop them into lifelong effective and engaged advocates for free markets and liberty.

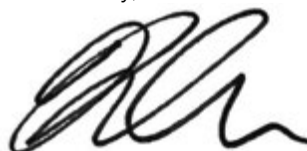
During 2014, AFF produced a strategic plan through 2017 that sets ambitious goals for national growth and increased impact. Thank you for coming alongside us as we work with the critical

demographic of young professionals to educate them and provide unique professional development opportunities. I wish you could meet the sharp young leaders who volunteer their time to run AFF programs.

As supporters of AFF, your input helps us grow. You should continue to offer the advice, good counsel, and support that has built AFF since 1995. You should be proud of this organization's record of producing a strong return for your philanthropic investment, and impacting the lives of young leaders.

The fate of our nation falls upon today's liberty-minded professionals in their 20s and 30s to defend freedom and lead the next battles. Your support of AFF gives them the resources they need to become lifelong effective and engaged advocate for your ideas who will reach new heights for liberty. Thank you!

Sincerely,



Roger Custer
Executive Director

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