



TRUMAN NATIONAL
SECURITY PROJECT

Annual Report

2021



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A LETTER FROM OUR PRESIDENT & CEO

Dear Friends of Truman,

It is with great excitement that I share Truman Project's 2021 Annual Report, the organization's first such report since 2012. This was a year of enormous growth and impact for Truman and one in which we marked the return to an in-person TruCon for our members after so much time apart. This spirit of community and shared purpose drove our impact and served as a powerful engine for our growth.

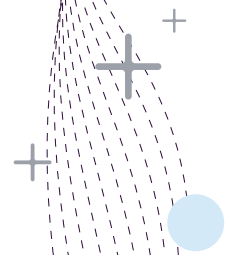
Truman is a high-trust impact community for national security leaders. And, in true Truman fashion, we united, built, and led together to develop timely, innovative and principled solutions to preserve and expand democracy, human rights, prosperity, and security around the world. In 2021, we drew upon our nationwide membership's intellectual firepower, national security experience, and extensive personal networks to do the work required for lasting change.

Here are just some of the highlights:

Under the invaluable leadership and partnership of Truman Project Board Chair John Driscoll, we grew the talent of our [Board of Directors](#) as we welcomed Anne Wedner back to the board and, for the first time in the organization's history, established designated voting member seats. Janessa Goldbeck and Marla Keenan have served as model leaders for our inaugural Member Directors, supported by the wonderful Katherine Brown and Kara Allen, our alternates.

Our TruService and TruSkills initiatives helped prepare hundreds of members for public service, yielding record-setting numbers of Truman political appointments. From conversations with the Office of Presidential Personnel to media training, Truman prepared its members for service and opened its doors to new opportunities.

Our members helped to deliver real policy impact through the creation of a range of products including our report on ["Transforming the State Department,"](#) which took the D.C. establishment by storm. The report continues to receive significant [media coverage](#) and I am proud to say that it became the foundation for Secretary of State Antony Blinken's Modernizing Diplomacy agenda. Likewise, our member-authored April report, ["Special Immigrant Visas: A Call for Cooperative Action,"](#) issued concrete policy recommendations to the Biden Administration to ensure



the safe evacuation of our Afghan partners, and kicked off our media [campaign](#) that reached millions of people around the world.

When Kabul fell to the Taliban in August, Truman members heard the call and worked together with our sister organization, [Truman Center for National Policy](#), to aid evacuation efforts through our Afghanistan Operations Center. By recruiting and coordinating more than 100 Truman volunteers, who provided 24/7 coverage, we directly evacuated over 1,000 people by the end of the summer. It was an extraordinary moment for the Truman community that demonstrated the power and reach of our network.

We were proud to host our annual conference, [#TruCon2021](#), in person and worked hard to deliver stringent COVID-19 protocols that produced safe outcomes for 100% of our attendees. Our member-led weekend featured a range of panels that addressed major policy issues, from climate change to Afghanistan. And our member-experts led trainings on a range of topics from how to run for office to how to deal with crisis communications.

As we delivered policy impact externally, we also made important strides as a community. Last spring, we released the Blueprint, Truman's first organizational strategy in eight years. In an extensive collaboration and discovery process that resulted in 1 in 5 Truman members contributing to the strategy, we now have a guide for our planning efforts that will drive our continued growth. This was accompanied by the creation of the organization's first Code of Conduct and a new TruOfficer retreat to support our community's leaders and equip them with the tools to drive growth nationwide.

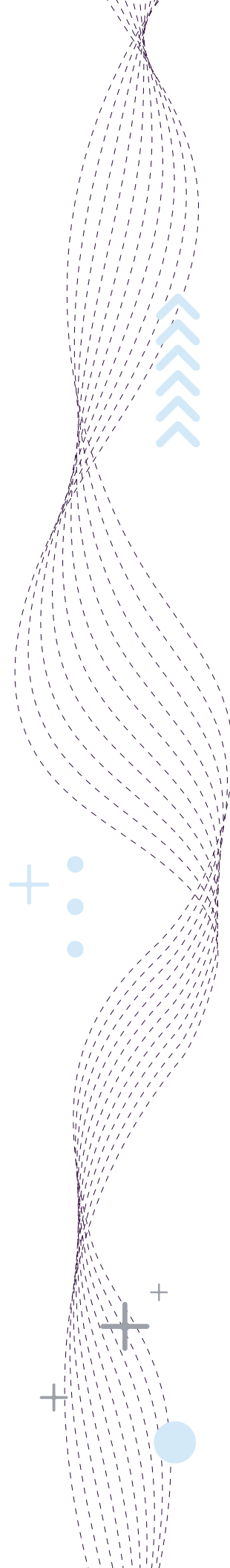
Together we overhauled our recruitment and interview process to be more inclusive and to give space to members from a diverse range of backgrounds. I am proud to say that Truman's 2021 class is 51% BIPOC, 51% women, and 24% first-generation college students, making us the most diverse national-security membership organization in the country.

Thanks to the hard work of our members, TruOfficers, board members, and hardworking staff, Truman has never been stronger, nor our membership larger. As we look ahead to 2022, I offer my deep appreciation for your generous support and partnership. The future is bright when we hold the torch together.

EverTru,



Jenna Ben-Yehuda
President & CEO



Our Team

STAFF

In 2021, Truman Project realigned its organizational structure to maximize its impact. This led to TNSP creating an Impact Operations department; bringing communications in-house; expanding the Membership team; and hiring Truman's first Vice President of Policy and Programs to guide the organization's policy, research, and publication priorities, while overseeing the implementation of all grant requirements and activities.



JENNA BEN-YEHUDA
President and CEO



PUJA BASNET
Social Media and
Digital Coordinator



ERIN BROMAGHIM
Senior Visiting Fellow,
City & State Diplomacy



ALICE CHANG
Policy and Programs Coordinator



DAYANA COSME
Membership Coordinator



TIFFANI HUSKEY
Managing Director of
Finance and Administration



ANNIE HUDSON
Executive Assistant



CAMILLE J. MACKLER
Senior Visiting Fellow, Immigration



ALEXANDRIA MALONEY
Senior Membership Manager



JON MARGOLICK
Executive Vice President



ROBIN MCGAHEY
Communications Manager



XANDER MEISE
Senior Visiting Fellow,
Climate & Energy Security



SYLVIA MISHRA
Janne E. Nolan Nuclear
Security Visiting Fellow



MALCOLM PHELAN
Director of Impact Operations



ELIANA REYNOLDS
Program Coordinator



JESSICA SARHAN
Director of Communications



JON TEMIN
Vice President of
Policy and Programs



**RICHARD
WEI-YI CHEN**
Membership
Coordinator

BOARD OF DIRECTORS



KARA ALLEN
*Senior Advisor, U.S. Senator
Sheldon Whitehouse (RI)*



STEPHEN BAILEY
*Founder and CEO,
ExecOnline*



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*Managing Director,
Glover Park Group*



DR. KATHERINE BROWN
*President and CEO,
Global Ties U.S.*



JOHN P. DRISCOLL
CEO, CareCentrix



JANESSA GOLDBECK
*Principal,
Sui Generis Strategies,
Member Director*



CRAIG HANSON
*Co-Founder,
NextWorld Capital (NWC)*



MARLA KEENAN
*Adjunct Senior Fellow,
the Stimson Center,
Member Director*



MARK LINDSAY
*Director of the Health Care
and Pharmaceuticals practice,
The Livingston Group*



ALVIN LOSHAK
*Managing Director and
Global Head of Volatility
Trading, BNP Paribas*



SALLY PAINTER
*Co-Founder and Chief
Operating Officer at
Blue Star Strategies, LLC*



MATTHEW SPENCE
*Senior Fellow,
Yale University's Jackson
Institute for International Affairs*



ANNE WEDNER
*Commissioner on the
US Advisory Commission
on Public Diplomacy*

**Board list as of December 2021.*

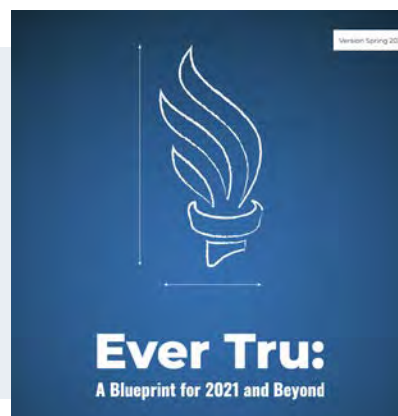


UNITE



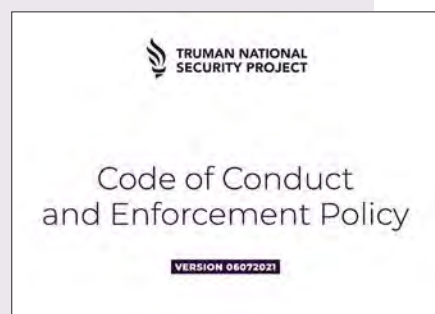
Our Shared Values

The Truman Blueprint is Truman's first organizational strategy in eight years. Developed in 2021, it provides the organization with a clear definition of shared values and future direction.



Code of Conduct

Truman National Security Project is proud to foster a community of mutual respect and support. In 2021, TNSP developed a code of conduct for members, ensuring a welcoming environment, and putting in place mechanisms for those who fail to meet the community's standards.



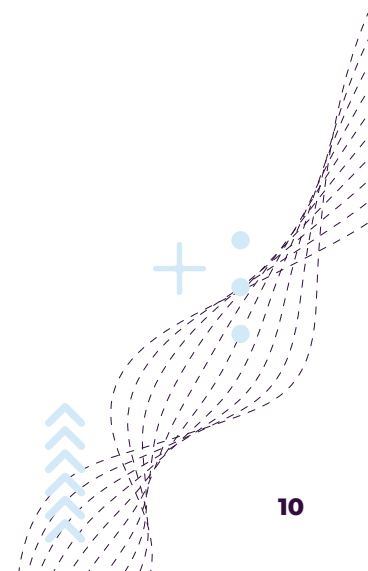


Ever Tru:

A Blueprint for 2021 and Beyond

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Introduction

Why this, why now?

Truman needs a North Star: an agreed-upon point of reference for who we are, where we're headed, and how we intend to get there. Something you can use no matter where you are, what you're doing, or who's asking. If you start from these principles, you can't go wrong.

A few questions come up frequently in conversations with Trumanites. It's time we answered them in one central place. You'll probably recognize many of them: Are we progressive, Democratic, left-of-center, or none of the above? We're a national security organization; why are we talking about racism? How do we differ from other national security groups? What don't we do? How do I explain this community to others, be they friends or prospective applicants or future employers? How has Truman changed over the years? How do the cohorts fit together? And whatever our vision for the world, how on earth do we expect to get there together?

They're worthy questions. It's all here.

Some of what you'll read in this document is as old as Truman, and will be familiar to you. Much of it has been widely practiced but unspoken. Very little of it is groundbreaking except the consolidation, synthesis, and framing. All of it has been vetted by Truman's member, staff, and Board leadership to ensure it honors what we're most proud of in Truman, and what goals we most want to serve. And we've road-tested it to make sure that it rings true in the ears of prospective members, new members, old members, institutional funders, individual donors, and trusted advisors to the Truman network.

How was this document created?

This product is the result of extensive staff-led research into the organization's history and past programs as well as wide-ranging interviews with every element of the Truman community.

Our interviewees included members and stakeholders such as:

- Our newest (2020) and earliest (2006 and before) members;
- Active members at all levels of seniority;
- Members from all cohorts, Chapters, industries, geographies, and all lenses of diversity;
- Truman's Board of Directors;
- Chapter leaders;
- Expert group leads; and
- TruDiversity leadership.

We extended focus group invitations to every member of the Truman community and included every single Trumanite who requested a spot. Nearly one in every five active members provided feedback.

**If you start from
these principles,
you can't go wrong.**



Truman in One Page

Truman is a high-trust impact community for national security leaders. Together, we develop timely, innovative, and principled solutions to preserve and expand democracy, human rights, prosperity, and security around the world. We draw on our nationwide membership's intellectual firepower, national security experience, and extensive personal networks to do the work required for lasting change. Our diverse membership includes Hill staff, federal employees, non-profit leaders, academics, industry leaders, political strategists, and elected officials across federal, state, and local government. With experience in uniform, as frontline civilians, and as members of the intelligence community, Truman members also know firsthand the stakes of our foreign policy choices.

Our mission is to unite and equip a diverse community of American leaders to produce timely, innovative, and principled solutions to complex national security challenges.

We envision an inclusive US foreign policy that makes American lives better because it advances democracy, human rights, prosperity and security at home and abroad.

How is Truman different from other foreign policy organizations?

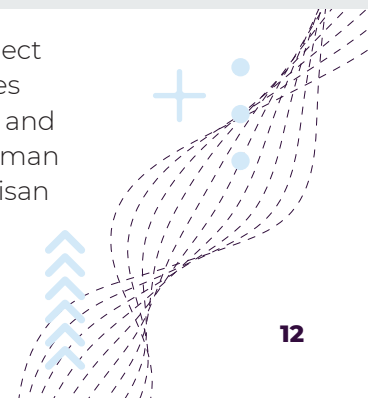
- We believe in international engagement through diplomacy first and foremost, and by force only when necessary.
- We also believe that how we conduct ourselves in international engagement matters, and that our effectiveness abroad depends on the choices we make at home.
- We go beyond thought leadership: we advocate, we build movements, we drive policy, we make change. And we bring an army: Yes, our members staff Secretaries and Senators and sit on the National Security Council, but we're also in mayors' offices, strategy boiler rooms, and boardrooms, with deep roots across the country and with mid-to-senior leaders everywhere change needs to be made. We speak "national security" in every local language. And when we write policy, we speak with the voice of personal experience.

Every day, we work to UNITE a principled, diverse, mutually-devoted community of national security leaders, BUILD ten times more together than any of us could alone, and LEAD as a respected voice in the national security space, and as respected leaders within each of our own communities.

Our institutional homes are sister organizations: Truman National Security Project (501c4) and Truman Center for National Policy (501c3). The Truman Project houses our members and their work, including Chapter activities, recruitment, training, and advocacy, generating ideas and movements that can change the world. The Truman Center often draws on Truman Project members and efforts for its own nonpartisan education and research work.



Mary Louise Kelly and now-CIA Director Bill Burns, at TruCon 2019.



Truman in Detail

WHAT WE MEAN BY “NATIONAL SECURITY”

Since its founding, Truman has championed the post-World War II understanding that the United States has a responsibility to preserve and expand human rights, prosperity, and security around the world. We’ve always acknowledged the essential role of diplomacy, defense, development, and democracy in our efforts to lead. Toward these internationalist goals, we espouse humanitarian means: the example we set, and the means we choose, are goals themselves.

There are those on both sides of the partisan aisle who see no place for US efforts abroad. We disagree. We likewise disagree with those who concede there’s a place for America on the international stage but see allies as an encumbrance, or military might alone as sufficient for our ends, or torture as just another tool in our toolkit. There are communities for those people. Truman has never been one of them. When we say that Truman is a “left-of-center” community, this is what we mean. It’s also why terms like “progressive” can mislead: in the domestic context, that term can refer to ardent pacifists. Yet history teaches that we must sometimes fight for our rights, prosperity, inclusion, and security as a people, and for those of other nations as well.

That much has always been clear. In recent years, it’s become similarly clear that we must expand beyond even that engaged, whole-of-government approach to one that draws upon the contributions of—and guarantees voice and ownership for—every element of American society. After all, it isn’t just Washington, DC that stands to gain or lose as we make our national security choices. These past years have demanded we acknowledge fundamental truths about threats like disinformation, global pandemics, cyber-exploitation, racial injustice, and the abuse of power:

- > They cannot be addressed by government or national-level actors alone.
- > When they rage unchecked at home, they diminish our credibility, influence, and power abroad.
- > We are not immune. We have work to do.

Moreover, national security and foreign policy priorities and decisionmaking have all too often failed to deliver for the American people, especially historically underrepresented groups. Our foreign policy must be strong, just, and effective, and its benefits must extend throughout our country. The same is true for our domestic policy. Our national security depends upon them both, and on how much of our national ingenuity, understanding, and support we are able to harness in support.

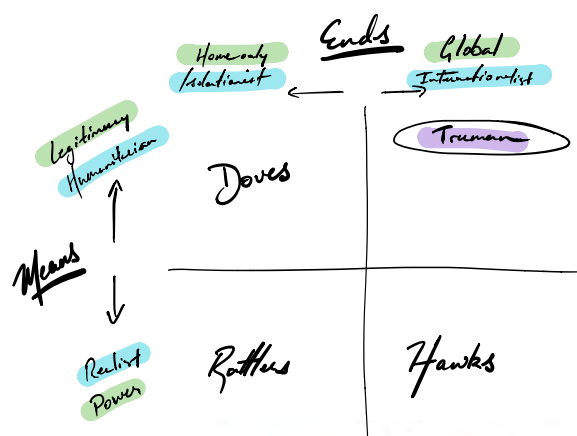


Figure 1: A useful 2x2 for making sense of competing foreign policy frameworks, courtesy Truman member Tyson Belanger.

Truman is uniquely positioned to give substance to this vision of national security.

We boast deep roots in Washington, DC, but with 16 Chapters around the country and members in all states, we also understand how national security decisions impact our state and local communities across America. As an example, our recent [State Department Task Force Report](#) underscores the importance of the connection between the State Department and the rest of America. No organization is better positioned than we are to forge those ties. We know that immigration has different contours in San Diego than in Chicago or in Michigan, though it's top-of-mind for voters and leaders in all three areas. We know the stakes of Big Tech's policy choices because our members were in the room when they were made. And we know what's happening on the Hill, at the Pentagon, at State, and everywhere else in DC because we're there, too. If we can all master our local environments and talk across our silos as we go, united in our worldview yet prepared to realize it in different contexts, there isn't a community in the country better situated to meet this new era.

TRUMAN'S THEORY OF CHANGE

A worldview alone is necessary, but insufficient. How do we go from how the world is to how it ought to be?

We need a movement.

Happily, Truman was built with movements in mind. When Truman was founded, it brought together outstanding theorists to articulate a compelling alternative to the then-dominant, early-2000s neoconservative foreign policy worldview. These were our first Security Fellows. With that framework laid, we realized that good ideas need emissaries. The Political Partner cohort was born: communications professionals, campaigners, crisis managers, and everyone else with expertise in hearts and minds. To help tell those stories with authenticity, and to steal a march on arguments that the hard Right possessed a monopoly on sacrifice and service, we assembled the Defense Council from uniformed servicemembers and members of the intelligence community. Over the years, while the lines between the cohorts have blurred as each of us has matured, moving from profession to profession as we've passed into new stages of our lives, the essential ingredients of a movement have only grown in potency.

More than that, we've coalesced around an additional idea—the necessity, and the practice, of leadership. Leadership for America on the global stage, certainly. And leadership for each of us in our own lives and communities. Over the years, this leadership has made Truman into a respected name in DC and across the country. We often hear from employers who look for our Torch on résumés, knowing that anyone in our community is someone they can trust. Trusted people get the call in moments of crisis. Trusted people get to make the decisions that matter. Trusted people have each other to lean on. Trust, and the leadership from which it grows like plants from good earth, ease our vision of national security into being.

Truman produces leaders united in pursuit of our vision of national security—leaders with a movement at their backs. With enough of us, in enough places, we can be and summon the change we seek.



HOW WE DO THE WORK

To carry out our mission, as individuals and as a community, we must agree on how we'll do the work.

For a decade, we've thought of the Truman community as an aspen grove—not a collection of individual trees, but [a single giant, mutually dependent organism](#), all drawing from the same sources of water, nutrition, and mutual support. We rise or fall, thrive or wither, as one. Success depends on all of us more than on any one of us.

As we've grown into and better harnessed our variety, aspen groves have fallen short as an analogy. We aren't all clones of each other the way individual aspen saplings are. We don't all contribute the exact same thing to the group, in the exact same place, drawing on nothing but the same resources everyone else does. In fact, we're a magnificently diverse community of professions, networks, approaches, locations, ethnicities, identities, orientations, and religions. Indeed, the power of that diversity is the whole point of our cohorts. And of our Chapters: Immigration may not present exactly the same opportunities or challenges in New York City as it does in Michigan or San Diego, but it's still a critical policy question in each place, and our local groups understand the reasons why better than any DC-only organization could. Everyone brings different things to the fight, if only we can figure out how to mix and match and combine our strengths effectively. And, finally, where an aspen grove can reasonably be expected to look fifty years from now just as it does today, the same cannot be said of the nation, of our work, of our Truman community, or of any one of us. When it comes to mental models, then, we need something more inclusive, complex, and adaptive than an aspen grove.

That's why Truman is no longer an aspen grove. It's a mosaic.¹

In [political theory](#), the term “mosaic” stands in opposition to the idea of America as an undifferentiated “melting pot”: Our various communities are all the more vital to the whole for their differentiations. In [modern military theory](#), “mosaic” describes decentralized control and the way that smaller force elements can be recombined and repurposed to best match changing tactics and environments, almost always to better advantage than one behemoth, inflexible element might provide. Someone has to establish a vision (here's what we make and don't make), the rules (we use these materials and these hues), and assemble resources (glue, a backing, new pieces when it's time to expand), but with all that in hand a community can [thrive like no other](#) with a minimum of oversight and permission even against change and challenge.



¹ Photo credits:

Of the aspen grove: Freepik.com

Of the crowd: Mosaic by Luca Barberini. Photo from Wikimedia Commons, user Saiiko, under a Creative Commons Attribution-Share alike 4.0 license.

Of the couple: Mosaic by Hans-Joachim Scharff. Photo from Auntie Rain, under a Creative Commons Non-Commercial Share and Adapt License.



CLASS OF 2021

TRUMAN NATIONAL SECURITY PROJECT

Truman National Security Project is this country's most diverse national security membership organization. Its 1,000 members across 16 chapters advance its mission to unite and equip a diverse community of American leaders to produce timely, innovative, and principled solutions to complex national security challenges. TNSP envisions an inclusive US foreign policy that makes American lives better because it advances democracy, human rights, prosperity, and security at home and abroad. With members ranging from those who serve in uniform, to those in the intelligence communities, as well as frontline civilians, business leaders, elected officials, academics, and more, Truman's dedication to excellence and inclusivity is a top priority.

MEMBERSHIP

Despite the challenges posed by the pandemic, Truman National Security Project was thrilled to welcome a new class in 2021, successfully leading a fully-virtual two-day orientation, a dues drive, and a revitalized TruOfficer orientation retreat.

One of the primary goals of the Membership team was to make HQ more accessible to the Truman community and to strengthen Chapter-HQ relationships. To achieve this, the Membership team held monthly meetings with Chapter Leaders to build stronger connections and cultivate local programming. The team redesigned Chapter websites, improved the member directory, provided training programs, built an entirely new membership database, and launched two new communications products: 'The WeekAhead' and 'The SitRep.'



RECRUITMENT PROCESS

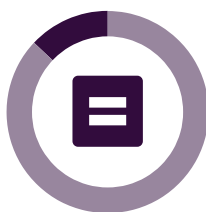
Following a revamped recruitment and selections process including improved outreach; the introduction of behavioral and consistent interviewing; and an upgraded assessment rubric, TNSP's 2021 class is the most diverse in its history. With 51% women, 51% BIPOC individuals, 13% LGBTQIA+ members, 22% first-generation Americans, and 23% first-generation college graduates, TNSP is proud to be the most diverse national security membership organization in the country.



51%
women



51%
BIPOC individuals



13%
LGBTQIA+ members



22%
first generation Americans



23%
first generation college graduates

ORIENTATION

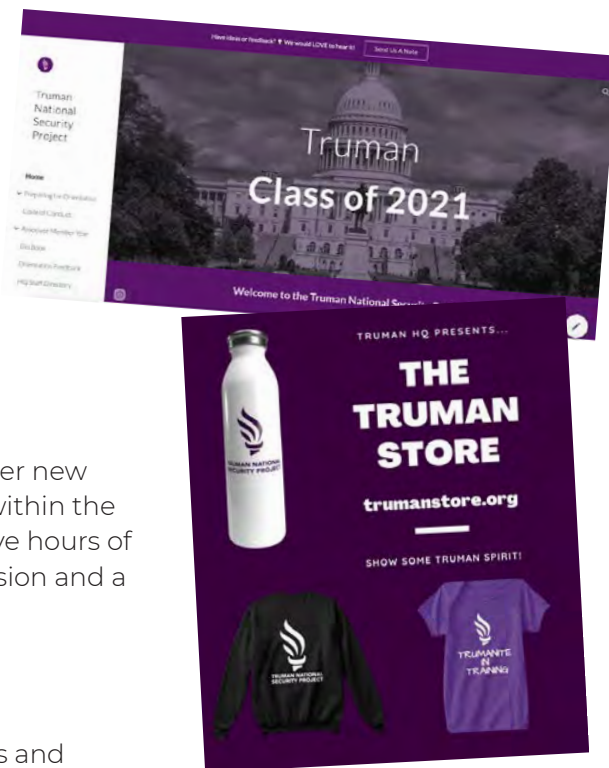
Last year's record-breaking recruitment period culminated in the "Class of 2021 Orientation" held virtually in June. Although orientation was virtual, the Membership team coordinated a high-impact experience for new members with the launch of a new website and online store for Truman merchandise.

OFFICER ORIENTATION

HQ held its first virtual Officer Orientation to empower new and returning officers to serve as impactful leaders within the Truman community. The 56 participants attended five hours of programming including an introductory plenary session and a discussion on officer responsibilities.

MENTORSHIP GROUPS

To help foster relationships between senior members and the incoming class, especially during the pandemic, the Membership Team launched a mentorship program in May. Participants developed strong bonds through the "Change Agent" program, leading to member-organized book clubs, professional development groups, and more.





BUILD



Creation of Impact Operations

Impact Operations (Impact Ops) is a new department that was created in August 2021 to maximize the real-world impact of Truman initiatives. To further Truman's Programs & Policy, the Impact Ops team will explore, test, and implement ways of engaging and leveraging the Membership. To empower Members to make change, Impact Ops will collect self-serve resources for Members and create structures that can help connect, guide, and incubate Member-led initiatives.

TruSkills workshops

HQ formally launched the TruSkills Policy Workshops in late February 2021. These workshops are a series of Members-only workshops led by Truman members and aimed at helping Truman Members prepare for government service now or in the future. To date, we have completed 15 sessions, plus 2 special editions:

- **February 28** - "Walk the Line: Policy Writing" with Jeff Reneau.
- **March 4** - "How to be a Special Assistant" with Russ Galetti, Leah Fiddler, and Anthony Brown.
- **June 16** - "How and When to Run for Political Office," featuring former U.S. Marine fighter pilot and 2020 U.S. Senate candidate, Amy McGrath.
- **June 23** - "Crisis Comms 101" with Elie Jacobs, Phil Walotsky, and Loren Maher.
- **June 30** - "Applying for a Civil Service Position: Navigating the USAJobs Process" with Jason Coleman.
- **July 8** - "Innovation Tradecraft 101," led by Innovation Tradecraft Impact Fellow Katie Tobin.
- **July 15 & July 22** - A Core Curriculum course, Truman Project's "Management Training Program (TruPMO)," was designed to teach the three main phases of a project: planning, execution, and close out.
- **October 27** - "The Art of Diplomacy: How to Build and Maintain Healthy Relationships & Communications" led by Truman member Twanna Hines.



Communications

Rebranding

As the organization continues to grow in order to better address today's most pressing national security challenges, Truman National Security Project was proud to share its revitalized brand, visual identity, and mission statement, all of which culminated in the launch of the organization's website (trumanproject.org) and refreshed social media accounts.

Truman National Security Project has been a magnet for national security talent for nearly 20 years. In that time, Truman has grown, adapted, and evolved to become the most diverse national security membership-organization in the country.

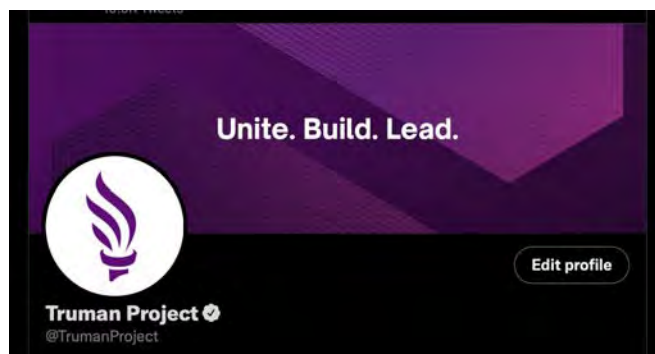
With that growth, it is important that Truman's brand identity reflected the dynamism of the membership and reach of the organization's advocacy efforts. While much of the branding hues to TNSP's original look, the organization revitalized its mission statement, refreshed the website, and expanded all social media channels, with a more consistent design aesthetic. The Communications team also relaunched its blog, "[The Truman View](#)," (formerly "The Doctrine Blog") as a home for current writings from Truman members.

What is Truman National Security Project? **Truman is a high-trust impact community for national security leaders.**

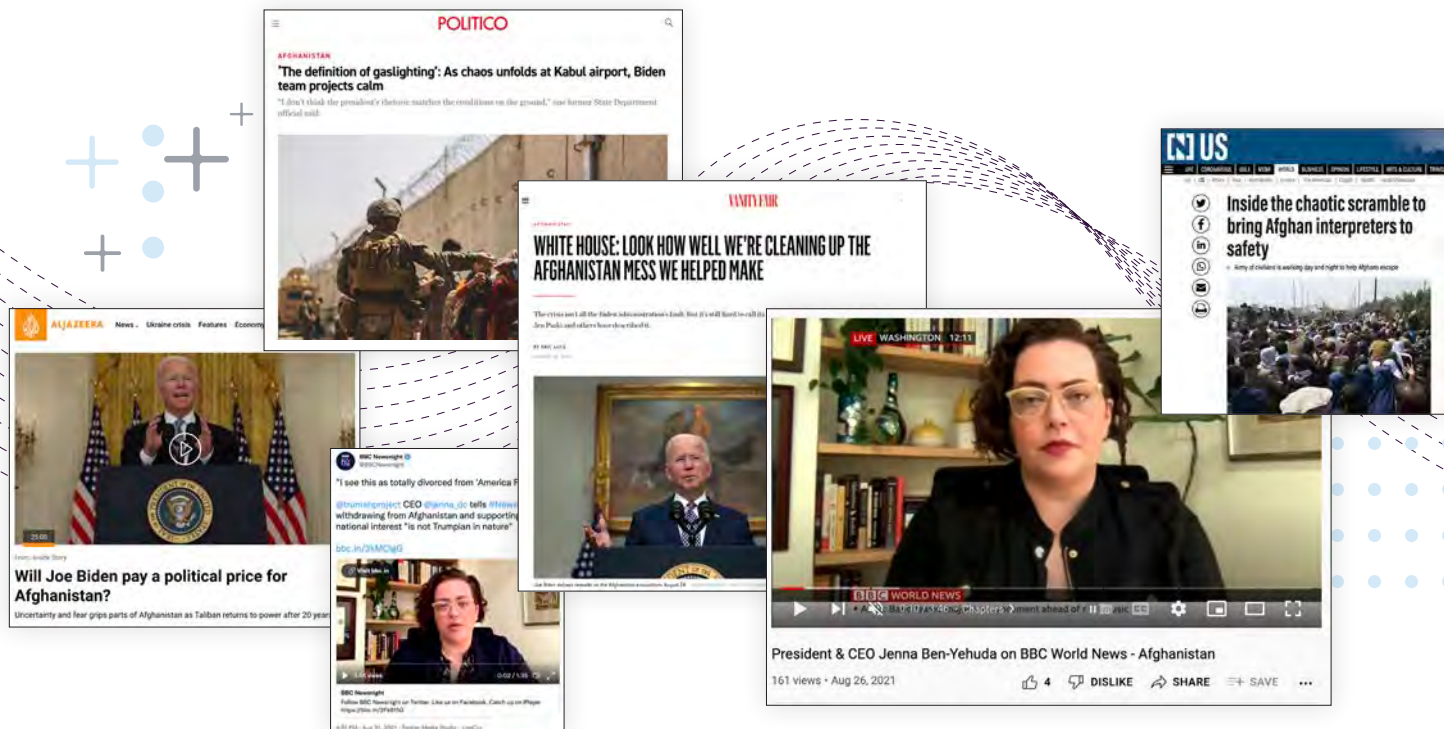
Our mission: **is to unite and equip a diverse community of American leaders to produce timely, innovative, and principled solutions to complex national security challenges.**

Our tagline: **Unite. Build. Lead.**

You can view the website [here](https://trumanproject.org), and our social media channels here: [Twitter](#), [LinkedIn](#), [Facebook](#) & [Instagram](#).



Read our 2021 communications deck [here](#).



Media Engagement

TRUMAN'S PRESIDENT IN THE NEWS

Truman's President & CEO, Jenna Ben Yehuda, met with over 20 major domestic and international news outlets for interviews and background briefings on a range of national security topics. She covered: the U.S. withdrawal from Afghanistan, the Vice President's plans to tackle the root causes of immigration, diversity within the country's national security institutions, political turmoil in Haiti, and the Biden Administration's foreign policy agenda.

Other public engagements included Jenna taking part in a press conference with the "[Evacuate our Allies](#)" coalition, calling for urgent action by the Biden administration to support the resettlement of Afghan refugees. She also signed onto two letters, one to [support our at-risk Afghan allies](#) with over 100 other organizations and another to [call on President Biden for humanitarian relief in Iran](#).

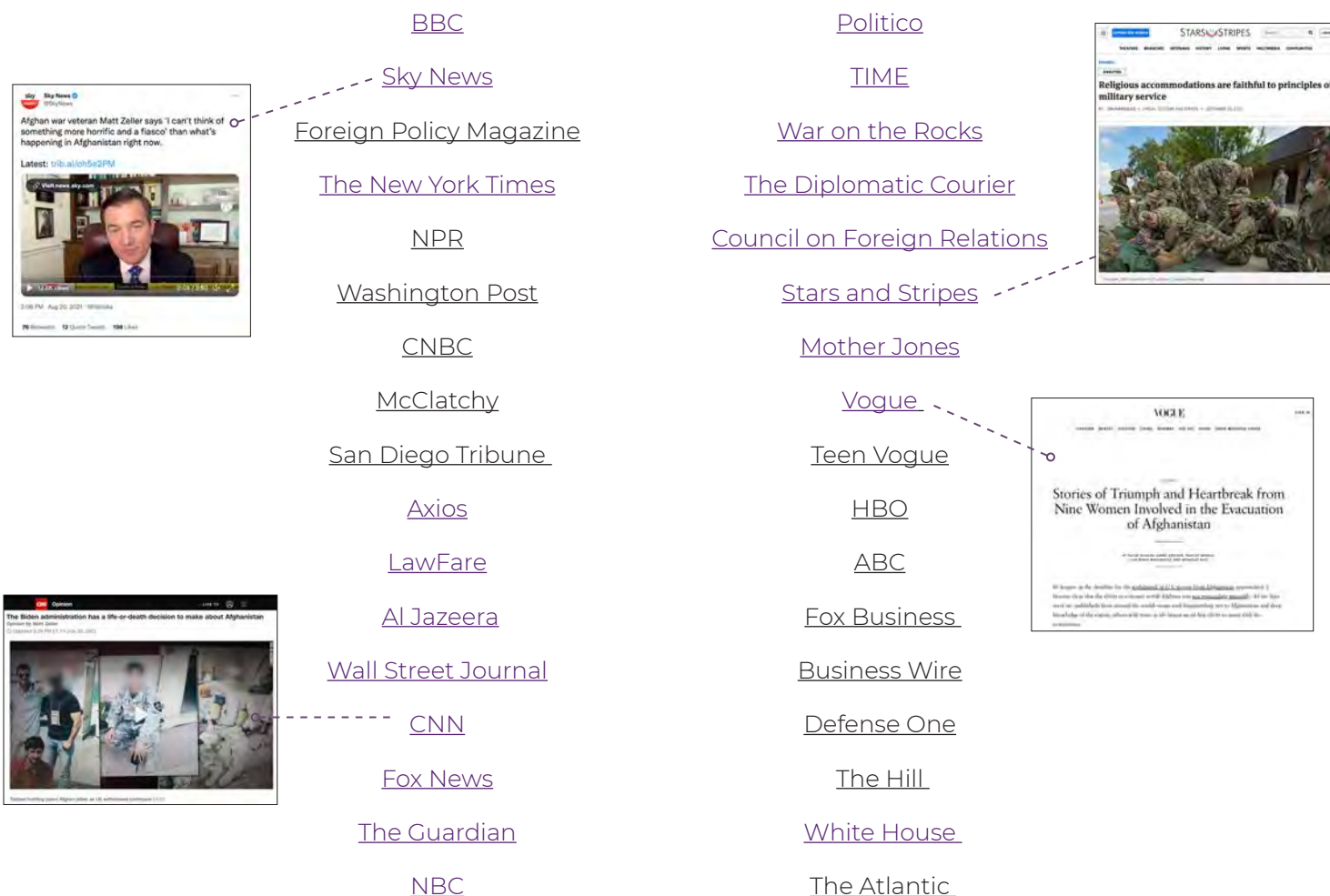
Her combined media appearances have reached audiences of over **600 million people worldwide** this year.

Select media outlets

NPR
Huffington Post
BBC Espanol
The New York Times
The Guardian
Jewish Insider
The Hill
McClatchy
CNN
BBC
Politico
Al Jazeera
National Geographic
Defense One
The Telegraph
Wall Street Journal
The Times
Axios
The National
Mother Jones
Vanity Fair

TRUMAN IN THE NEWS:

In 2021, there were over 1000 media engagements by Truman Project members, with a large presence from TNSP's BIPOC community. Truman was featured as a leader in topics including: the U.S. withdrawal from Afghanistan, climate change, immigration, relations with China, religious accommodation in the military, AAPI leadership, and domestic extremism. Some examples of outlets that featured TNSP are listed below:



In this time, Truman members reached global audiences nearing **600 million people worldwide.**

Social Media Analytics

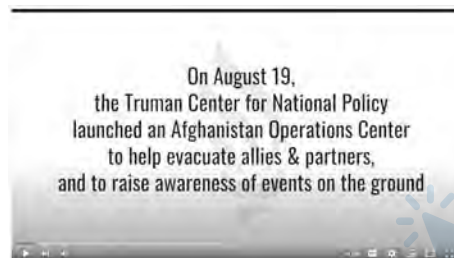
(2021 Data)

Truman's social media accounts have grown exponentially this year. TNSP is now present on Twitter, LinkedIn, Instagram, Facebook, and YouTube. The goal was to increase engagement and reach more diverse audiences, particularly beyond the beltway, as well as establish a platform where national security was presented in an accessible and easily digestible way. Through videos, unique graphics and interactive content, TNSP has been able to reach vast new audiences, both domestically and globally.



Communications & Afghanistan

Some highlights of Truman's Afghanistan media campaign are shown [here](#).



Member Op-Eds

One of the roles of the Communications team is to provide editorial and pitching support to the membership and HQ for original op-eds. 2021 proved a successful year for TNSP's member-experts, with high-profile placements revolving around the withdrawal of Afghanistan, nuclear non-proliferation, the January 6 insurrection on the Capitol, and religious accommodations within the U.S. military.



[Foreign Policy](#) // [The Hill](#) // [Just Security](#) // [The Inquirer](#) // [Politico](#) // [USA Today](#) // [Diplomatic Courier](#)



Sign-On Letters

Truman HQ takes a stand to support member-led activism and social-impact through sign-on letters. What begins in a fruitful sentiment is challenged and expanded through the cross-networks of the Truman community. Over the past year, Truman has called upon California legislatures to expel Assemblyman Randy Voepel from office, for the removal of former President Trump from office, and that co-conspirators of the insurrection be held accountable. In addition, [Jenna Ben-Yehuda](#), Truman's President & CEO, sponsored support for our Afghan allies and partners who remain at risk, and supported the implementation of religious accommodations in the U.S. military.




Analysis

In 2021, TNSP continued to be ahead of the news-cycle. Truman members and in-house experts issued analysis and commentary on a range of major current affairs topics, including:

- Iran
- The G7 Summit
- Racial Equity
- Violence between Israel and Palestines
- COP26

Dr. Benjamin Radd, Truman Security Fellow, Political Scientist at UCLA and Teaching Fellow at the Center for Middle East Development at the UCLA International Institute, on the upcoming Iran elections:

"The 2021 Iranian presidential elections have, as many predicted, resulted in record-low participation. The regime has already offered two extensions to the voting deadline, under the false guise of "public embrace", in order to inflate the vote count. All of this underscores that an engineered process of selection operating under the illusion of a democratic election do not fool the majority of Iranians, who are seeking a direction different from the one being served to them by Khamenei and the clerical establishment. Whether the projected winner, Raisi, ultimately wins is of no material consequence to the cries of the Iranian people who seek a better way of life. The immediate impact on international diplomacy, and to Iran's negotiations in Vienna on the JCPOA with the United States, remains to be seen. Nevertheless, despite Raisi's hostilities to the deal — an attitude shared throughout the conservative circles of power — it is expected that Khamenei's tacit support of negotiations will result in some sort of agreement by year's end."



DR. BENJAMIN RADD
TRUMAN SECURITY FELLOW, POLITICAL SCIENTIST & TEACHING FELLOW AT UCLA

TRUMAN NATIONAL SECURITY PROJECT @BENJAMINRADD

Bart Szewczyk, Truman Security Fellow, on the upcoming G7 Summit:

"The G-7 summit, followed by the NATO and U.S.-EU summits, is a unique opportunity for the United States to rally its core partners in leading the world on common challenges, such as global health, climate change, and economic recovery. At their best, these action-forcing events yield concrete deliverables, such as the seminal decision by President Biden to donate half a billion Pfizer vaccines to the world's lowest income nations. They can also help democratic leaders forge joint strategies on long-term challenges, such as the rise of China and the resurgence of Russia. As President Biden put it, it's time to "go fast, be bold."



BART SZEWCZYK
TRUMAN SECURITY FELLOW

TRUMAN NATIONAL SECURITY PROJECT @BARTSZEWCZYK

The Derek Chauvin trial verdict sent Shockwaves across America, it marked the first time a police officer was held accountable to the fullest extent of the law for murdering an unarmed Black person.

This is a watershed moment that honestly many in the Black community didn't see possible because for generations police officers have abused Black victims with impunity. In fact in 99% of cases officers aren't even charged much less convicted. But though the Chauvin verdict is a victory it's not a full scale culture shift in policing and shouldn't be viewed that way. Accountability was shown, justice wasn't. In a just society a Black victim isn't on trial for his own murder. A Black victim doesn't have to legitimize his humanity to be seen as worthy of breathing.

America has for far too long denied justice to Blacks. George Floyd should not have lost his life, he shouldn't have been seen as a threat just because of his skin color. And Black Americans should enjoy the same rights, freedoms and protections that whites do. We are far from that but today in the memory of George Floyd I rejoice not because our work is done but because officers will finally see a sign that they too can be held accountable and that Black lives really do matter.

—Ameshia Cross, Truman Political Partner
@AmeshiaCross



TRUMAN NATIONAL SECURITY PROJECT

Carmiel Arbit, Truman Security Fellow, on the potential ousting of PM Netanyahu:


"If a new governing coalition in Israel is indeed sworn in - and a lot can still happen in the span of the next week - Israel is poised to usher in a new era of consensus driven domestic policy. The government will finally be able to form a budget, proceed with judicial appointments, expand economic programs and perhaps even pursue legal reform. For the first time in 30 years, Arab legislators will have not only a seat at the table but a historic opportunity to advance the needs of their constituencies."



CARMIEL ARBIT
TRUMAN SECURITY FELLOW, SENIOR FELLOW WITH THE ATLANTIC COUNCIL'S MIDDLE EAST PROGRAM

TRUMAN NATIONAL SECURITY PROJECT @C.ARBIT

COP26: The Truman View




Xander Meise
Visiting Senior Fellow for Climate and Energy

"I hope to see - and the world needs to see - States advance the greenhouse emission reduction targets they expressed in 2015. Many countries announced new pledges this July (by the agreed pre-COP26 deadline) but many other countries failed to do so. Late is better than never. By the end of COP, I hope to see that all State parties have expressed new concrete reduction pledges. Countries that in 2015 set a net zero target deadline of 2050 - I'd love to see them voluntarily move that up to 2045 or 2040. COP is an optimum opportunity for countries to pressure each other into being better. In 2015, Paris was new for everyone. Now that countries have had several years of experience under the agreement, I hope to see more countries use all of their levers of diplomatic pressure to encourage fellow States to take action now."

TRUMAN NATIONAL SECURITY PROJECT @TrumanProject

COP26: The Truman View



Ethan Ashley
Truman Political Partner

"The City of New Orleans will be present at COP26. I hope people listen to our local leaders for demands on collective action needed to support our children, our families, and our local communities. Climate change is here, it's severe and unless we do something now it's only going to get worse. As a leader in my community that's not the future I want, so I am looking forward to some clear and actionable commitments that will support me and my community and make a real difference to combat the impacts of climate change."

TRUMAN NATIONAL SECURITY PROJECT @TrumanProject



LEAD



Programming

At Truman HQ, we spent the past year hosting panel discussions, briefings, book talks, and other virtual events for both the general public and the Truman community. Our events covered topics from climate migration, to investing in African markets, to the U.S.-Indo Pacific Strategy, and more. We supported events and programming produced by Affinity Groups and Chapters, as well as numerous Member-led initiatives including Associate Member Core Curriculum courses, TruDiversity, and Truman & You Suicide Prevention and Mental Health Awareness.

- In late 2020, TNSP launched a TruService initiative that connected members with the incoming Biden-Harris Administration. More than 350 Truman member professional profiles were shared with the Transition Team for potential Schedule C appointments.

At least two dozen Truman members were chosen for presidential appointments within the first few months of the Biden presidency.

- **March** - HQ formally launched a series focusing on mental health, including:
 - **March 11 & April 22** - "Truman & You: Suicide Prevention and Mental Health Awareness."
 - **July 29** - "Truman & You: Where the Personal and Professional Meet: My Journey in the Special Immigrant Visa (SIV) Program."
 - **September 30** - "Truman & You: Unpacking Grief and Loss in the National Security & Humanitarian Space."

- **March 2** - Members were invited to an exclusive preview with the Truman Center's State Department Task Force, which released the first-of-its-kind [Transforming State: Pathways to a More Just, Equitable, and Innovative Institution](#) report.

- **July 16** - Truman hosted a TruBook Talk, "[Forget the Alamo](#)" with Truman member Jason Stanford.

- **December 13** - Truman hosted Fatema Sumar and Sonal Shah for "[The Development Diplomat: A TruBook Talk with Fatema Sumar.](#)"



Affinity Groups

Truman National Security Project Affinity Groups bridge efforts to *build* and *lead*. They help TNSP's experts sharpen and share their ideas in a way that takes advantage of Truman's platform and contributes to the organization's reputation as the home for cutting edge ideas in national security.

Each Affinity Group is managed by co-leads who produce white papers, maintain lists of members who can speak publicly and to the media, and find other ways to shape the public conversation on their issue of choice.

TNSP currently has ten Affinity Groups who have hosted and produced a wide range of events and policy products. Some examples are listed below:

- **January 2021** – The Climate and Energy Security Affinity Group developed [Progressive and Center-Right Climate and Energy Security Talking Points](#).
- **March 11** - The TruAfrica and TruAsia Affinity Groups co-hosted “The U.S.-Indo-Pacific Strategy: Putting the whole ‘Indo’ in the Indo-Pacific.”
- **June 29** – TruDiversity hosted a members-only panel discussion on the “Impact of U.S. Engagement in the Global LGBT Rights Advancement”.
- **July 8** – The TruAfrica Affinity Group held “U.S.-Africa Foreign Policy: Raising the NextGen of Foreign Policy and NatSec Voices.”
- **July 26** - The TruAsia Affinity Group hosted [“Indo-Pacific Defense, Democracy, & Media: Defending Japan.”](#)
- **August 12** - TruAfrica hosted “Investing in African Markets.”
- **September 30** - TruAsia hosted a Fireside Chat with China Deputy Assistant Secretary of Defense, Dr. Mike Chase. TruCon



MEMBER WEEKEND FULL SCHEDULE		
• LIVE STREAMED • IN-PERSON • VIRTUAL		
Saturday, October 16		
All times in Eastern Standard Time		
STATE OF THE ORGANIZATION	9:30 AM - 10:00 AM	James Ben-Yehuda
OFF THE RECORD	10:00 AM - 11:00 AM	<ul style="list-style-type: none"> Bob Schuler Shoshana Bailey Shant Goulaman Mark Lindenberg Carlin Hayden Yana Vismann Nora Benard Kerrie Scott Jan Shuman
MEMBER-LED ROUND 1	11:00 AM - 12:00 PM	<ul style="list-style-type: none"> Reveal: Afghanistan Demanding Truman's Digital Toolkit for the Next Crisis Revealing the Next Steps
	12:00 PM - 12:30 PM	Leadership & Personalizing Policy, Safety & Security from a Feminist Perspective
	12:30 PM - 12:45 PM	Learning in the 21st Century and Its Impact on National Security: Lessons from DoD
	12:45 PM - 12:55 PM	Leading Through Change: DBA Strategy
	12:55 PM - 1:00 PM	Run Polaris, Victor Marsh, Lauren Williams, Adam Geller
	1:00 PM - 1:15 PM	Training Session: Energy & Climate
	1:15 PM - 1:30 PM	Kate Allen, Betty Channing, Jonathan Mordant
	1:30 PM - 1:45 PM	Training Session: Military HR
	1:45 PM - 2:00 PM	Alan Cornell de Houck
LUNCH	12:00 PM - 1:00 PM	
NETWORKING	1:00 PM - 2:00 PM	
MEMBER-LED ROUND 2	2:00 PM - 2:35 PM	<ul style="list-style-type: none"> Complete Advisory Group Presenting: SO YOU'RE THINKING OF LEAVING FOR OFFICE Campaign Advisory Group
	2:35 PM - 2:55 PM	State and Local Diplomacy: A National Security Imperative
	2:55 PM - 3:15 PM	Ernesto Torres, Maryam Duffin, Stefan Joffe, Tim Barnes, Adam Geller, Eric Brumley
	3:15 PM - 3:35 PM	Dialogue and US-China Relations: Lessons from the SAED
	3:35 PM - 3:55 PM	Cheng Fufang, Ai Ping, Nancy Green-Riley, Bryce Barnes, Shirley Morley Torgas
	3:55 PM - 4:15 PM	Creating Comfortable with Uncomfortable Conversations
	4:15 PM - 4:35 PM	Angela Young, Kate Smith, Anissa Gail
	4:35 PM - 4:55 PM	Training Session: Transition
	4:55 PM - 5:15 PM	Stella Stein
MEMBER-LED ROUND 3	3:00 PM - 3:35 PM	<ul style="list-style-type: none"> Threatening Responding to White Nationalism Andrew Salazar, Emma Pines, Steven Leach, Jennifer Richards
	3:35 PM - 3:55 PM	Rural Veterans: 2020 and Beyond
	3:55 PM - 4:15 PM	How to Fight
	4:15 PM - 4:35 PM	What do we do with the Scholar? Combating Mis/Disinformation in Today's Military
	4:35 PM - 4:55 PM	Jennifer Ardis, Michael Auer, Kander Adelman
	4:55 PM - 5:15 PM	Testimonies from the Pandemic: a Storytelling Workshop Series for Change
	5:15 PM - 5:35 PM	Debra Ames, Amy Chisholm, Rachel Campbell de Rouville
AFRICANISTAN ENG SERIES	4:00 PM - 6:00 PM	
Sunday, October 17		
All times in Eastern Standard Time		
MEMBER-LED ROUND 4	12:00 AM - 1:00 AM	<ul style="list-style-type: none"> Changing our Culture: Creating More Adaptive and Inclusive Learning Organizations within our Military Mark Fogel
	1:00 AM - 2:00 AM	The Road to PhD: A Truman Community Conversation
	2:00 AM - 3:00 AM	Julie Jones, Russell Baker
	3:00 AM - 4:00 AM	Real Time
	4:00 AM - 5:00 AM	Adam
	5:00 AM - 6:00 AM	Public
	6:00 AM - 7:00 AM	Chris
	7:00 AM - 8:00 AM	David
AWARDS CEREMONY	12:00 PM - 1:00 PM	
CLOSING	12:00 PM - 1:00 PM	
NETWORKING	12:00 PM - 1:00 PM	



Membership Weekend

#TruCon2021's members-only weekend was the largest Truman has ever hosted. Despite the challenges presented by featuring both in-person and virtual options, the team's hard work and careful planning helped the event run smoothly.

Overall, the team organized 32 unique events for members to attend, including the new and well-received "Off The Record" speaker sessions. Members could use a mobile app to seamlessly browse through and sign up for events.

In a post-conference survey, members said that this was the most enjoyable and well-run TruCon to date, with over 93% of responses indicating their TruCon experience was a 4 or 5, out of 5.

Truman partnered with *InHouse Physicians* to utilize a five-step health screening system to ensure safety for participants. All participants were required to complete the following steps:

1. Upload proof of vaccination
2. Take an at-home test 72 hours prior to arrival
3. Self evaluate symptoms prior to attending each day
4. Get temperature checked on site
5. Wear masks for the entire conference

Member-led events and initiatives

The mission of TNSP is to bring issues of national security and foreign policy to Americans beyond the D.C. Beltway. TNSP's sixteen chapters and member-led initiatives serve as core conduits in achieving this objective. Collectively, they produce events and policy products, including panels, forums, briefings, and calls to action.

NOTABLE EXAMPLES INCLUDE:

- **January** – TruDiversity produced a [fact sheet](#) outlining Truman's role in supporting diversity, equity, inclusion and justice in the national security and foreign policy space.
- **February 12** – Truman's San Diego Chapter hosted a symposium on "Local Leadership in Global Security" with an array of panelists focusing on health security, border community security, climate security, and unifying local and global security agendas.
- **March 23** – TruDiversity and Truman's Atlanta Chapter hosted a "Safe Space Forum" in the aftermath of acts of racially motivated violence against Georgia's AAPI community.
- **March 25** – Truman's Midwest Chapters (TruMidwest) joined forces to host "Climate Change in the Midwest: Impacts and Building Resilience."
- **April 23** – TruMidwest hosted Representative Elissa Slotkin for "[Preventing Radicalization in the U.S.: White Nationalist Terrorism in the Heartland.](#)"
- **June 15** – Truman's San Francisco Chapter hosted a public panel "[Work in a Digital and Artificial Future.](#)"
- **August 12** - Truman's San Francisco Chapter hosted "Can Health Diplomacy Strengthen U.S. National Security?"
- **November 7** - TNSP member Jesse Medlong presented a members-only briefing as part of the Truman Center's COP26 programming.



Financial Summary

In Fiscal Year 2021, Truman National Security Project achieved its goal of sustained financial health and embarked upon a strategy of growth and expansion by successfully:

1. Investing in people;
2. Diversifying revenue streams;
3. Securing restricted funding for current programming.

Truman National Security Project is grateful for the generosity of its donors, members, individuals, and institutional funders. This support makes the TNSP's work possible and fuels the organization's membership nationwide.

Financial Supporters of Truman: \$458,710

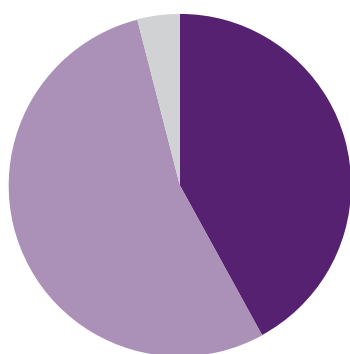
Programmatic Revenue: \$330,312

Total: \$789,022

INSTITUTIONAL FUNDERS:

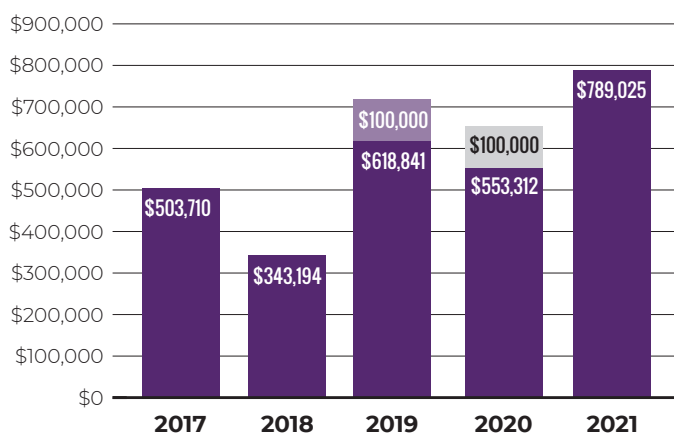
- Anonymous
- Democracy Fund Voice
- Open Society Policy Center

2021 Revenue Summary



- Program Revenue, 42%
- Institutional Funders, 54%
- Individual Contributions, 4%

Five-Year Revenue Comparison



- Annual Revenue
- Revenue Designated for Future Years
- Designated Revenue Applied