

Who we are

The Urban Land Institute (“ULI”) is the oldest and largest network of cross-disciplinary real estate and land use experts in the world. ULI is its members— delivering the mission, shaping the future of the industry, and creating thriving communities around the globe.

The Urban Land Institute’s Young Leaders (“YL”) programme is open to all real estate professionals under the age of 35 and provides professionals in the early stages of their career with a unique forum to network with their peers, gain exposure to senior industry professionals and continue their professional education and development. ULI Europe has a contingent of over 1,800 YLs of the around 5,500 members in Europe.

The ULI Europe Young Leaders Executive Committee (“YL ExCom”) curates events and content for YLs across Europe, working hand in hand with local National Councils YL Chairs and their respective local YL Committees. The YL ExCom is made up of professionals across the built environment and land use industry and is currently chaired by Ariana Maaß.

Vision Statement

The YL ExCom seeks to enable innovative and exciting interdisciplinary programming for Young Leaders, to spread knowledge, expand networks and showcase good practice /high-quality conversations happening within the built environment industry. The ExCom aims to achieve these ambitions by building on the past (how we got here), present (current good practice), and future (innovations and emerging trends) of the land use industry; to create an engaging programme of events and activities to inspire young professionals across Europe. This approach is supported by the wider ULI infrastructure creating a unique forum for the industry leaders of tomorrow to engage with the leaders of today, and to connect local expertise with global knowledge across the entire spectrum of real estate disciplines.

The YL ExCom champions diversity and inclusion within the industry, promoting thought leadership, inclusive innovation, and a land use industry for all.

Chair Role and Election

Role Overview

The Chair leads the YL ExCom and provides a leadership point and liaison with ULI. The Chair sits on the ULI Europe Executive Committee ([here](#)). This role involves a significant commitment and dedication to the organisation, and this is a time-consuming role that should not be taken lightly.

Election and Duration

The ULI Europe Young Leaders Chair appointment is decided by an application process: for more information about the 2026 election process, please follow this [link](#).

The term of the ULI Europe Chair is two years and runs from 1 July in a given year, until 30 June two years later. Ariana Maaß’s term ends on 30 June 2026.

Committee Structure and Role Allocation

How to become a YL ExCom Member The YL ExCom encourages new and innovative ideas and is recruiting new YL ExCom Members. To apply for one of the ExCom member roles, candidates are asked to complete a form available on the ULI website, which will include motivations for joining, years involved in ULI, and a section where the individual is asked to put down their ideas for the open role and a business plan of what they wish to do in the role.

Structure and Roles

The committee is currently composed of 11 volunteer roles, led by the Chair and supported by ULI. More information about the ULI Europe YL ExCom can be found by following this [link](#).

Term

The term of a member of the ULI Europe YL ExCom is two years with the option to extend with 2 times one year, resulting in a maximum of four years. This is to encourage the proliferation of new ideas within the YL ExCom and to allow other Young Leaders the opportunity to help shape the Young Leader programme.

Every year, the YL ExCom will be evaluated by the current Chair and ULI internal team to ensure that each role is aligned with the vision of the YL ExCom as a whole. While these roles are voluntary, it is imperative that the YL ExCom is high-functioning, motivated, and dedicated to producing exceptional programming and content for ULI members.

Your Commitment as a YL ExCom Member

Being part of the YL ExCom is a great opportunity to contribute your ideas to a pan European initiative with a global reach. As a YL ExCom Member, you can make a difference.

The YL ExCom is a small but dynamic group of professionals who volunteer their time to create and roll out programming for Young Leaders across Europe.

YL ExCom Member Expectations

As a YL ExCom Member, a person commits to:

- Attending all YL ExCom monthly meetings
- Spearheading their role/remit as part of the committee, and driving forward initiatives for the YL programming
- Contributing their ideas to the group and collaborating with others
- Representing ULI to a high standard across their professional networks.

YL ExCom Programme

The YL ExCom's responsibility is to retain and grow the YL network across Europe and oversee the local and European YL activity, by sharing learnings and best practices, and fostering relationships between local YL chairs and the Europe ExCom. All YL ExCom Members are encouraged to suggest ideas or collect feedback and suggestions from other ULI members (YL and non-YL) whilst fostering an inclusive environment within the YL ExCom. While there are no bad ideas, the YL ExCom has final say over the programming for the Young Leaders by the way of majority voting.

Three-Strike Policy

A three-strike policy helps to ensure the YL ExCom runs smoothly is in effect, where YL ExCom members must attend all meetings where reasonably possible.

Should a YL ExCom Member miss 3 or more meetings without reasons deemed acceptable by the Chair, the YL Member will be asked to step down from their role.

Meeting Structure

- The YL ExCom will hold 12 meetings per calendar year, once per month. These will be scheduled well in advance as much as possible. Each YL ExCom meeting will last for 1 hour, and will be held virtually for most with the opportunity to meet in person for the annual ULI Europe YL flagship events (YL Forum, YL Autumn Study Tour etc).
- Additional to the monthly ExCom meetings, at least two YL ExCom Members will work together with the ULI team towards achieving each respective initiative of the ExCom.