Eisenhower Fellowships identifies, empowers and connects innovative leaders through a transformative fellowship experience and lifelong engagement in a global network of dynamic change agents committed to creating a world more peaceful, prosperous and just.
This manual will familiarize you with the policies and procedures of the Zhi-Xing China Eisenhower Fellowship Program. It contains essential information that you should review carefully and completely.

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Sample short biography
Sample one-page biography
In 1953, to celebrate President Dwight D. Eisenhower’s first birthday in the White House, a group of businessmen founded an international leadership program in honor of his devotion to world peace. Its purpose and design reflect his conviction that greater understanding among individuals fosters greater understanding among nations, contributing to the progress of all countries and all people. Eisenhower Fellowships (EF) was established as a nonprofit, nonpartisan, nongovernmental organization and remains so to this day. You can find more information here about EF’s storied past.

An Eisenhower Fellowship is a transformational opportunity for exceptional men and women to reexamine, refocus, and reenergize their professional and leadership skills; establish new goals; and pursue concrete results individually and collectively as part of a unique global network. More than 2,400 Fellows from 115 countries have participated in Eisenhower Fellowships since its founding. Each one carries forward President Eisenhower’s belief that informed and broad-minded individuals are the hope of every nation.

Your fellowship travels overseas represent the beginning of your lifelong participation in a network that has an ongoing impact on communities around the world. You are joining an active, closely connected group of men and women with the commitment, influence and ingenuity to pursue their aspirations for a better world. Eisenhower Fellows are leaders of vision, role models with proven success in diverse fields of endeavor. In an increasingly interdependent world, Eisenhower Fellowships enables you to learn from one another’s best practices, and provides you with a permanent vehicle for effective and meaningful collaboration.

"You have got to have something in which to believe. You have got to have leaders, organizations, friendships and contacts that help you to believe that, and help you to put out your best."

- Dwight D. Eisenhower

Sixty-five years later, Eisenhower Fellowships remains unique among international professional and leadership development programs, providing a customized program that reflects each Fellow’s particular professional interests and ideas. We encourage you to embrace this experience and share in the creation of a program that transports you beyond your day-to-day concerns, and helps propel you and your ideas to the forefront of your field.

Congratulations on your fellowship!

George de Lama
President, Eisenhower Fellowships
Since 1954, EF has operated the Global Program (formerly called the Multi Nation Program). Each spring, EF brings approximately 20-25 Fellows, representing a variety of professional fields, from all over the world to the United States for a six-week program. Although diverse in background and interests, each of them has demonstrated leadership ability and a commitment to better their communities and advance their professional disciplines as a result of the fellowship. In the fall, EF again brings 20-25 Fellows to the U.S., with a focus on either a single region (e.g. Southeast Asia, the Middle East and Africa) or a common theme (e.g. innovation, women’s leadership, or urbanization). In response to emerging global priorities and opportunities, EF also hosts special four-week regional and thematic programs to complement the spring and fall programs.

EF recruits global candidates – mid-career leaders between 32 and 45 years of age – from over 50 countries in Europe, Latin America, Asia, Oceania and Africa. Candidates are solicited through an open application process and supported by EF’s country chapters in the vetting and selection process. To ensure that the network and Fellow classes remain diverse and representative of countries, regions and professional sectors, EF opens up its global programs each spring and fall to a select group of countries in its network, while still allowing all interested country chapters with strong candidates to apply. The country rotation schedule is based on a variety of factors, including size of the EF network and geopolitical importance of the country and/or region, among others.

Eisenhower Fellowships provides Fellows with a unique opportunity to step out of their everyday lives, take a look around and explore. As described by Roxana Damaschin-Țecu (Romania’12), “During the fellowship, I gained access to a variety of people and organizations, and I had the chance to ‘see’ my field from different perspectives: regulators, funders, investors, doers, marginalized groups, professors, cynics and enthusiasts.... This diversity was amazing and no business trip could have provided me with this.”

For more firsthand perspectives on EF and its fellowships from Fellows themselves, visit our YouTube channel to watch some videos and our website at www.efworld.org.
Since 1989, Eisenhower Fellowships has sent more than 300 U.S. Fellows to meet with experts in their disciplines in over 45 countries around the world. Like their global counterparts, USA Fellows hail from all professional fields and represent the private, public and social sectors. They are recruited on a national basis, with EF’s Leadership Steering Committees helping nominate and interview candidates in eight regional hubs: Chicago, IL; Los Angeles, CA; Miami, FL; New England (Boston), MA; Philadelphia, PA; Research Triangle (Raleigh), NC; San Francisco, CA; and St. Louis, MO.

Each year, EF awards around 20 USA Fellowships to a diverse group of exceptional candidates in one of three programs:

- **USA Fellowship**: Ten candidates are awarded a four to five week fellowship and visit one or two countries in the EF network. In collaboration with program staff and global Fellows, USA Fellows select the most professionally relevant and rewarding destinations. On fellowship, they are supported by Eisenhower Fellows in the region and meet with leaders in their fields able to help them achieve their program goals.

- **USA Agriculture Fellowship**: EF’s Agricultural Committee selects one Fellow each year who works in industrial agricultural production – an active farmer or rancher – to visit one or two countries in the EF network. Fellows have explored topics such as water conservation, aquaculture, animal husbandry and crop rotation.

- **Zhi-Xing China Eisenhower Fellowship**: Ten candidates are awarded a four-week fellowship to China. Launched in 2015, the program builds on Eisenhower Fellowships’ nearly two decades of professional exchange programs with China aimed at advancing bilateral dialogue and understanding between the U.S. and China. EF works in partnership with the China Education Association for International Exchange (CEAIE) to create a rich experience starting in Beijing and ending in Shanghai, with two and a half weeks of individualized programming in cities and towns across China.

Each USA Fellowship includes an orientation and leadership development seminar held in conjunction with one of EF’s Global Programs. With the exception of the Zhi-Xing Fellows, who travel to China as a group, USA Fellows generally travel independently and on individual schedules. The fellowship includes meetings with experts and leaders in the Fellow’s field, cultural visits and local hospitality.
Eisenhower Fellowships is a 501(c)(3) non-governmental organization. The annual operating budget is funded through a number of revenue sources. The majority of EF’s revenue comes from corporations, foundations and individuals. Earnings from private and public endowments account for the remaining annual income.

Corporations contribute sponsorship funds to support worldwide activities and specific programs. Corporate and private foundations support EF activities, often providing funding for single region programs in areas where they have program interests or special initiatives. Individuals, trustees, Fellows and Fellow associations donate funds to support the mission of promoting professional exchange and international understanding. Additional information about Eisenhower Fellowships’ funding is available on our website.

As feasible, Eisenhower Fellowships’ sponsors and trustees meet Fellows during their fellowship travels, offering a unique opportunity for Fellows to exchange views on issues of mutual interest with top business executives and nonprofit leaders. These meetings are frequently the highlight of Fellows’ time on fellowship.

Led by the board chair and vice chair, and guided by an executive committee responsible for setting EF’s strategic direction and approving EF’s annual budget, EF’s Board of Trustees comprises business and NGO leaders representing thirteen countries.

**Board Chair**
Dr. Robert M. Gates

**Board Vice Chair**
The Honorable Christine Todd Whitman

**Executive Committee Chair**
Jim Hovey
Eisenhower Fellowships is based in Philadelphia. EF House was originally a private home that has been refurbished as EF’s offices. Upon arrival, every Fellow receives a key to the EF House. This custom dates back to the earliest years of the program, when Fellows spent several weeks in Philadelphia. Fellows keep their keys and are encouraged to think of EF as a home away from home.

I. Opening Seminars

1. Philadelphia
   All Fellows are required to attend a three-day opening seminar in Philadelphia, usually held in early April. It is an opportunity to meet other USA and Global Fellows, EF staff, and trustees and sponsors. Seminar sessions are interactive and focus on issues such as leadership, storytelling and mentorship, with plenty of time to get to know the other Fellows. EF covers economy-class roundtrip domestic travel and accommodations for you and your spouse to attend this event.

2. Beijing
   Your fellowship in China begins with an Opening Seminar in Beijing. This generally provides you with seminar sessions focused on key issues to help you understand various aspects of Chinese economy, society and culture. There are also opportunities to connect with Chinese leaders and Eisenhower Fellows.

II. Fellowship Travel

Each Fellow works collaboratively with an EF program officer and a Chinese program officer to design an itinerary that meets the objectives and needs of the Fellow and their projects. Your fellowship experience is 100% dependent on the prep work you put in ahead of time. It is especially important for you to work closely with your program officers to develop your itinerary. Each itinerary will have, on average, two or three professional appointments per day, during weekdays and working hours. This allows for sufficient time for local travel, preparation (reviewing information provided on companies and individuals), reflection and follow-up. This also allows time to add more spontaneous meetings suggested by people and Fellows you encounter to maximize your experience on fellowship. EF may also include some evening social events with trustees, sponsors and international Fellows. If you wish to make appointments using your own contacts, you must coordinate with your program officer and country partner to avoid scheduling conflicts.

Embracing flexibility is an essential component of the fellowship experience. The goal of your program officer and country partner is to have your schedule set in advance as much as possible. Invariably, however, some meetings will only be confirmed shortly before they are to take place and other previously unplanned meetings will be scheduled based on suggestions you receive. Be open to new ideas, new paths of exploration and the unexpected, organic nature of the program.
1. **Interpretation:** All Fellows will be assigned a full-time interpreter who will travel with you for the duration of the fellowship to provide simultaneous translation during your meetings. CEAIE typically hires undergraduate or graduate students who are studying interpretation professionally. These interpreters, though young, are quite helpful in confirming appointments, helping navigate logistics during the day and keeping you connected to your Chinese PO. You should work as a team to keep up to date on your fellowship itinerary, which will continue to evolve, in coordination with your Chinese PO.

2. **Hotels and Transportation:** Four star Chinese hotels will be covered directly by the program. You will be responsible for incidentals such as laundry, room service, in-room entertainment and other costs you incur. In addition, you will receive per diem funds in advance of the fellowship that are intended to cover meals and local transportation (taxis). See the finance section of this manual for more detailed information.

3. **Per Diem funds:** In advance of the fellowship, your POs will calculate a per diem allowance based on the number of days you spend in different cities around the country. The calculation is based upon the [U.S. Department of State Foreign Per Diem by Location](#). The funds will be provided to you by check a couple of weeks before the fellowship begins. While the per diem should be sufficient to cover basic needs if you spend modestly, EF recommends you bring a credit card/debit card in case you need extra money for gifts for special dinners. Please note that in more rural areas of China, credit cards will not be accepted and you will need to have sufficient cash in hand to cover expenses. Before traveling, review your itinerary and make sure you plan in advance. See the finance section of this manual for more detailed information.

### III. Closing Seminars

1. **Shanghai**
   Your fellowship program concludes with a Closing Seminar in Shanghai. It is designed to allow Fellows to share fellowship insights, crystallize outcomes that Fellows expect to pursue and share ideas on how they can be effective lifelong Fellows. It is an opportunity to discuss the fellowship experience with colleagues in a seminar setting, as well as provide feedback to CEAIE on your fellowship experiences.

2. **Philadelphia**
   After completing the fellowship, you are required to attend a three-day closing seminar in Philadelphia. Closing seminar allows Fellows to share insights, crystallize plans and projects that they will pursue upon returning home and identify ways to engage with the network on an ongoing basis. It is an opportunity to discuss the fellowship (and post-fellowship) experience with colleagues in a seminar setting, and reconnect with other USA and Global Fellows. The closing seminar is typically held the year after fellowship travel in early-May, to coincide with a closing seminar of a class of global Fellows and EF’s annual meeting and gala dinner, attended by Fellows, Trustees and friends of EF from around the world.
Your fellowship itinerary is designed to advance your fellowship project and objectives. The intention is to give you a broad perspective on trends in your field, opportunities to exchange ideas with leading professionals, and specific information on how individual practitioners are managing change and development. To enrich the experience, appointments encompass diverse geographic settings; encourage exposure to public, private and NGO leaders; and embrace varied perspectives. In addition, it is essential for Fellows to collaborate and share ideas on fellowship experiences, results and projects.

Meetings with experts in your professional field form the core of your program. They will provide you with the opportunity to exchange ideas and information; discuss methods of operation; and gain insights on policy questions, implementation procedures, management practices, and other issues of significance in your field. The meetings will also serve as an opportunity for your international counterparts to learn about trends and developments in your subject area and in the U.S.

You can expect to visit four to five cities, including Beijing and Shanghai, over the course of the fellowship and to attend two to three appointments on most business days. These meetings are typically conducted in interview style and last approximately one hour. In some instances, you may have the opportunity for a site visit, which allows for more in-depth observation and inquiry and usually lasts longer. Together, your EF and Chinese POs will choose people for you to meet based upon your areas of interest. It is important for Fellows to leverage their networks and for contacts or connections to local organizations. To coordinate meetings that result from these connections you will work with your Chinese PO. EF does not arrange protocol, ceremonial, celebrity visits, or meetings with the explicit purpose to conduct business or seek funding.

As part of your fellowship program, you will continue to develop and refine the project outlined in your original application. As you interact with leaders in your field and collaborate with Eisenhower Fellows both in your cohort and throughout the EF network, you will further your project concept and objectives. Your program officers will help you to connect with the people and institutions who will best contribute to your ultimate outcomes, including your project goals. During the Closing Seminar in Shanghai, you will give a brief, presentation on your project and its evolution throughout your fellowship travel, and how you will implement your initiative post–fellowship.

You should communicate with your colleagues at work to advise them of your impending time away and to engage their support of your fellowship leave. However, while it is good to keep in touch with your friends and colleagues while on fellowship, do not commit to maintaining your regular workload while you are away, and do not leave colleagues with the expectation that you will be telecommuting and available when needed.
A few months after you are selected, you will be assigned a U.S.-based program officer from Eisenhower Fellowships and a Chinese PO from CEAIE who will work closely with you to plan and implement your fellowship. Your Chinese PO will also organize in-country logistical and travel arrangements.

You will begin to work with your Program Officers approximately three months before the fellowship begins. You need to be a full partner in the planning of your program. The content, depth and ultimate outcomes of your fellowship program will directly reflect the amount of planning and preparation you invest in collaboration with your Chinese PO prior to your travel. Your POs will depend upon you to explain clearly your background, your subject area expertise, and your fellowship goals. Be sure to provide full information about your current and anticipated responsibilities, and how they connect to your fellowship objectives. This information will help your POs understand what you seek and need from your program and itinerary in terms of subject matter and geographical diversity. It will also help them to identify organizations and individuals to visit enabling your Chinese PO to create the best program possible for you.

You may also find it useful to connect with other Fellows before your fellowship begins. Your PO will provide you with access to a Directory of Fellows so that you can begin communicating directly with other Fellows. EF will also organize a couple of webinars so that you can ask questions of past Zhi-Xing Fellows and learn from their experiences.

Timeline & Responsibilities Pre-Fellowship

Three months before arrival

1. Create brief and one-page biographies. EF will prepare biographies for your review, based on your application and additional information you provide. The bio is an essential document that describes your professional background and your fellowship goals to your potential interlocutors.

2. Clear articulation of your fellowship project. Your project is the essential focus for the planning and design of your fellowship, and helps you to frame your fellowship within your larger personal and professional trajectory. A well-designed project, including a concretely framed objective that achieves a positive social good, should outline specific implementation steps and evaluate what resources are already accessible and available to you and what resources or knowledge you can obtain or draw upon through your fellowship.

3. Research for an expanded program design. Using your project proposal as well as the program design section of your application as a guide, your POs will work with you to identify additional relevant organizations and individuals to include on your travel itinerary. We suggest that you consult with your networks, colleagues and professional associations for potential ideas and connections. Include organizations as well as names of individuals you wish to meet (if you have them), specific purposes of each visit, questions you plan to pose at the meeting, and relevant contact information. The more you perform your own networking and research the better your program will be.

EF strongly urges you to consider using a few days of your Fellowship to go somewhere that is off the beaten path. Visit a smaller city or town to get a taste of life in China outside of major urban centers.
There is much to learn from the unexpected or the completely different. Finally, **build in some time to rest and reflect**. It’s tempting to pack in as many meetings as possible into each day, but the travel can be exhausting. Take some time to slow down, enjoy where you are and process what you are learning and experiencing.

4. **Create EF business cards.** All Fellows receive business cards from Eisenhower Fellowships for use on your travels, in addition to your regular business card. Your EF PO will send you a proof for approval before ordering.

**Two months before arrival**

1. **Visa.** You will need to obtain an F visa from the Chinese Embassy or consulate in the United States. Based on your city/region of residence, you may apply for the visa from a different consulate location than other Fellows. EF staff will work with you to apply for the visa using a safe and secure courier service that transports your passport and application documents to and from the consulate without your needing to physically be present. EF staff will provide you with a simple tutorial to walk you through the steps and make sure that the process goes smoothly. All costs are covered by EF and CEAIE.

2. **Book international flights.** (For more details, see the section on Fellowship Finances.)

3. **Fellow finalizes research, priorities and cites.** From this point forward, you and your Chinese PO will communicate regularly. Your timely and frank feedback is essential to keeping your itinerary development on track. This is also the point in time when you need to connect your Chinese PO to your contacts and networks in China so your PO can confirm meeting details as needed.

   You and your Chinese PO will use the program design you included in your fellowship application, in conjunction with your additional research and advice from experts in the field and both in-house and online resources to develop a proposed itinerary. This itinerary will outline travel dates and destinations and proposed meetings or other professional activities.

**One month before departure**

POs and Fellows continue to revise and refine the program itinerary. To allow sufficient time to arrange your schedule, your Chinese PO will need to have your appointment requests well in advance of your arrival. Your fellowship itinerary is dynamic and will continue to develop and change even after your arrival.

*Please note: Once an appointment has been set, there is a ‘no cancellation’ policy.* Scheduled meetings are commitments that you are obliged to respect. After the itinerary has been confirmed and appointments made, changes and cancellations without notice can undermine the efforts of your PO and coordinator, reflect poorly on you, Eisenhower Fellowships and CEAIE, and may be perceived as an affront to individuals and institutions who have offered their time and support.
I.  Travel dates
Eisenhower Fellows are required to attend the full length of the program scheduled for June 1-28, 2019.

II.  Participation of Spouses
Your spouse or domestic partner (referred to as “spouse”) is not invited as a guest of Eisenhower Fellowships or CEAIE. EF and CEAIE cannot provide financial or logistical support for spouses as part of the Zhi-Xing program. Due to the intensity of your travel schedule, we recommend individual travel during your program. We suggest you plan travel with your spouse before or after your Opening or Closing Seminar to allow for your full attention to your program.

III.  Policy on Children
Children are not allowed on fellowship. You will have an intense travel schedule, and the fellowship involves not only appointments during the day but also evening activities and travel. We understand the hardship this separation can impose upon families, but this policy is necessary. We suggest you take advantage of being abroad to plan a family vacation for before or after the fellowship. Your children should not be with you for any part of the fellowship period.

WHAT TO PACK

During your travels you should be prepared to wear business attire, which would include a jacket and tie for men, unless you know that the culture of the organization does not require it. If there is an evening event, a dark business suit for men and a suit or dinner dress for women would be appropriate. Comfortable shoes are strongly recommended at all times, and casual clothes are practical for weekends.

We recommend that you bring a brief presentation (3 or 4 slides), and a longer presentation as well (10 minutes) about your organization and your fellowship goals. Pictures help convey who you are and your story, and can help you connect across cultures and languages. You may want to bring it to meetings on your tablet or iPad. This can be useful, as opportunities to speak to groups may materialize during the course of your fellowship, or an individual may request further information about your work or organization. You should also plan to bring a few small gifts for the individuals you meet with, or for hosts who invite you over for dinner. Fellows usually bring something symbolic to their work or the city they live in.

We recommend that you limit your luggage to one medium-sized suitcase. EF does not pay excess baggage charges (for suitcases weighing over 22 kg or 50 lbs internationally, and within China over 44 lbs/20 kg). When in doubt, pack light. You will need to do laundry while on fellowship (usually at the hotel), and can always purchase additional clothing as needed.

Finally, you are likely to collect publications and papers from your meetings. Rather than carry all this material with you, we suggest you mail it home before you return to the U.S. EF does not arrange or cover the costs of these shipments.
To understand the impact the fellowship has had on you and your project, we require you to submit feedback in a few ways. Below is a general overview. You’ll be given specific instructions and have an opportunity to ask questions on these requirements during Opening Seminar in Philadelphia.

1. **Final Report**

Your fellowship report will summarize the goals of your project, as well as a concrete post-fellowship implementation plan. It should be future-looking and consider ways you will engage the EF Global Network to propel your ideas and project forward. You may also identify collaborations that you wish to undertake with Fellows from your current group, local Fellow chapters, or partnerships/relationships established with people and organizations you met on fellowship.

The fellowship report will be used by EF to follow up with Fellows in the future to track their progress, see how the project and other ideas are moving forward or continuing to evolve, and help to assess EF’s impact.

“Through my meetings this week, it was proven to me once again that exceptional results require thinking out of the box and sometimes going against the grain, despite what the norm is or what the industry says. I am pleased that we can carve out new results with fresh approaches.”

- Yuni Hadi (Singapore 16)

Some projects can ramp up in a few months, as add-ons or continuations of initiatives already underway, while others naturally need more time when involving multiple partners or stakeholders or the need for approval from other institutional parties. There may also be steps or points where there is currently less clarity in how those will be achieved or are depending upon current relationships being cemented; we understand that this is a plan and that things may change along the way – for the better.

**Deadline:** Your report should be sent to both your EF and CEAIE PO during your Closing Seminar in Shanghai.
2. **Fellowship Feedback on Appointments**

Due at the end of Fellowship is a rating for each Fellowship activity. Your Chinese PO will provide you with a printed copy of your full fellowship itinerary, and we ask that you go through your complete itinerary and next to each entry for a meeting, conference, or other fellowship activity write down specific comments. This feedback is highly valuable in informing future programs – understanding which contacts were appropriate, highly useful or not worth pursuing in the future.

*Deadline: Your meeting feedback should be sent to both your EF and CEAIE PO during your Closing Seminar in Shanghai.*

3. **Final Presentation**

During the Closing Seminar in Shanghai, you will give a brief presentation on your fellowship project. The presentation should include a restatement of your project idea, a description of any evolution of your project idea over the course of the fellowship and how the fellowship experience informed your project idea and implementation strategy. Your presentation should also include your plans for implementation and the next steps that you plan to take.

4. **Pictures from your Fellowship**

Upon return from your fellowship, please send your Program Officer a minimum of ten pictures. Please select your top pictures that illustrate your program best. EF prefers picture of you with the individuals and organizations you met with, as well as any pictures you have with fellow Fellows. These pictures may
be used for EF media and outreach materials. Please make sure to label each picture with the relevant titles of location, organization and/or individuals.  
Deadline: 30 days after you return from your program.

5. **Deliverables Re-Cap**

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<td>Fellowship Report</td>
<td>Closing Seminar in Shanghai to both POs</td>
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<td>Meeting Feedback &amp; Debrief</td>
<td>Closing Seminar in Shanghai to both POs</td>
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<td>Fellowship Pictures</td>
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<td>Receipts from Reimbursement</td>
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EISENHOWER FELLOWSHIPS’ GLOBAL NETWORK

All Eisenhower Fellows are lifelong members of the EF Global Network, comprising more than 1,500 active Fellows from 115 countries. The talent and perspective that you bring as a new Fellow make you a valuable addition to the EF family. We know you will enjoy many years of rewarding exchanges and events with Fellows from all over the globe.

EF’s Network Team supports Fellows by maintaining a database of biographical and contact information, and by providing programmatic, organizational and outreach efforts for Fellow-hosted conferences, seminars, EF Day and other events. News of Fellow activities and programs is conveyed through the regularly updated EF website, email blasts, newsletters and social media. The Network office also provides virtual introductions to Fellows traveling or for potential collaborations.
We live in an age saturated with information on personal, corporate and media platforms. Eisenhower Fellowships stands out due to our Fellows’ extraordinary profiles and achievements. Our public outreach helps to enhance our brand: diverse, dynamic leaders at the forefront of their fields, contributing to the improvement of their societies. Raising our visibility and that of our Fellows consequently increases the number and quality of prospective Fellows, as well as professional program contacts and sponsors. We encourage you to announce your Eisenhower Fellowship to the world and to grant press interviews both during and after your fellowship program. Below are some ways to make the best, publicly, of your EF affiliation.

1. Your Public Profile

Update your bio and/or CV, whether on your employer’s website, social media or professional networks to include Eisenhower Fellowships. Some simple ways to list your Fellowship are:

- Selected as a [insert year] USA Eisenhower Fellow
- Awarded the USA Eisenhower Fellowship [insert year]
- Recipient of the USA Eisenhower Fellowship [insert year]

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**PUBLICITY GUIDELINES**

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<td>Prepare and guide new Fellows at the outset of Fellowship program</td>
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<td>Provide advice on professional interest areas and general career questions</td>
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<td>Offer hospitality and program suggestions to visiting Fellows</td>
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<th>Recruit</th>
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<td>Recruit candidates for future Fellowships</td>
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<td>Nominating/Steering Committee; Country Chapters; Global Network Council; President’s Advisory Council; Chairman’s Fellow Circle</td>
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| Organize | Collaborate |
|-----------------------------|
| Plan EF conferences or short programs |
| Organize Fellow chapter activities, meetings and events |
| Eisenhower Day of Fellowship |
| Collaborate with Fellows on projects of mutual interest |

| Inform | Communicate |
|-----------------------------|
| Update contact and biographical information |
| Share newsworthy items with EF: professional promotions, awards, projects of interest, election to public office, etc. |

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**FOR QUESTIONS OR ADVICE ON MEDIA AND PUBLICITY, PLEASE CONTACT:**

Susan Kohler Reed  
Director of Programs and Communications  
T: +1.215.965.1973 E: skohler@efworld.org
You may wish to inform your organization’s internal publication, your alma mater or any publications dealing with your sector or organizations you represent. These parties are usually interested in developments regarding their members or alumni. Shortly before the start of each fellowship program, we publish a profile graphic for Fellows that captures what they are about and what they’ve set out to do.

If you are in contact with media representatives either directly related to your Eisenhower Fellowship, or more generally, please remember to mention that you are an Eisenhower Fellow. A hallmark of the EF experience is the opportunity for open dialogue. We encourage you to share your expertise and opinions in any interviews with the media. However, Eisenhower Fellowships is nonpartisan and nonprofit. Therefore, when dealing with a media interview of political significance, while on fellowship, it is important to state that such opinions are your own and do not represent any official position of EF.

Similarly, like staff members, Eisenhower Fellows are representatives of the organization everywhere you go. Fellows during their fellowships should avoid social media postings that advocate or are seen to endorse political positions that reflect adversely on EF’s staunchly nonpartisan status.

Upon your return home, we encourage you to share your fellowship experience and your impression of the U.S. with your friends and colleagues. When referring to us, please note that the organization name is Eisenhower Fellowships. We ask you to remember this while addressing the media, listing EF on any profiles, or when conducting an interview. Please send your clips, press release and other publicity to your program officer or to Colette Seidel, Network Coordinator (cseidel@efworld.org).

2. General Information

For international Fellows: Eisenhower Fellowships is an independent, nonpartisan, nonprofit international leadership organization with a distinguished 65-year history of bringing exceptional midcareer leaders from all fields around the world to the U.S. for six-week individualized fellowships that take them to cities across the country to meet with dozens of top experts in their fields.

For USA Fellows: Eisenhower Fellowships is an independent, nonpartisan, nonprofit international leadership organization with a distinguished history of awarding exceptional midcareer U.S. leaders from all professional fields a four or five-week fellowship abroad. Each year approximately 10-12 USA Eisenhower Fellows are selected and travel for five weeks to one or two countries in the EF network. In addition, 10 Zhi-Xing China Eisenhower Fellows are awarded a four-week fellowship focused exclusively on China.

OUR MISSION
Eisenhower Fellowships identifies, empowers and connects innovative leaders through a transformative fellowship experience and lifelong engagement in a global network of dynamic change agents committed to creating a world more peaceful, prosperous and just.

USEFUL ARTICLES AND VIDEOS
- Changing the World, One Young Leader at a Time
- Video: Eisenhower Fellowships: What It’s All About
- Video: Global Change Agents

LEADERSHIP
A distinguished group of 46 senior international leaders in business and public affairs is chaired by former U.S. Secretary of Defense Dr. Robert M. Gates, overseen by an Executive Committee chaired by James Hovey and led by EF president, George de Lama.
FUNDING
Eisenhower Fellowships is funded through generous contributions from corporate sponsorships, foundation grants, Eisenhower Fellows and friends of the organization. While these comprise the majority of support, endowment earnings are also utilized from a growing private endowment raised and managed by the trustees and from a trust fund established by the U.S. Congress as a memorial to President Eisenhower. These funds support the Global Programs, the USA Program and the activities of the global network of Fellows.

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YouTube: http://www.youtube.com/user/efstaff

I. Travel Costs

A. International Travel
1. Eisenhower Fellowships arranges and pays for your round-trip economy class ticket for you. We cannot cover a business class ticket, although you are welcome to upgrade the ticket and pay the difference, when possible. EF also does not cover excess or overweight baggage fees for international travel.

2. You must reserve your round-trip travel six weeks in advance of departure. Your PO will connect you with EF’s travel agency to do this. At that time, EF will price out the cost of your travel and use that amount for reimbursement (if you are purchasing business class tickets, which EF cannot itself purchase due to government regulations). If you choose to purchase your tickets less than six weeks prior to travel, just be aware that although the ticket price might increase, the reimbursement price will not. For those flying economy class, you will be liable for any excess cost over the six-week estimate.
B. **Domestic Travel within China**

CEAIE will reserve and pay for all domestic economy-class travel within China by plane or train, as appropriate. You are responsible for any excess or overweight baggage fees.

C. **Accommodations**

All four star Chinese hotel costs are covered by the program (excluding incidentals such as laundry and room service) and will be booked for you. When booking hotels, we do our best to use hotels that are in safe and central locations, and are close to your meeting locations. Every effort is made to book Fellows who are in the same city at the same hotel to facilitate socializing.

In the event that you are invited to stay with a family member or friend in a destination city – or are being hosted by an Eisenhower Fellow – it is vital that your Chinese PO receive your hosts’ full contact information in advance.

There are instances where a hotel reservation is non-refundable or the cancellation request is not made with enough notice to the hotel. Any penalties resulting from avoidable hotel room cancellations will be your responsibility. **It is advisable to provide at least 48 hours’ advance notification of cancellation.**

D. **Per Diem Calculation and Disbursement**

EF will provide you with a check to cover your meals and incidentals prior via personal check in advance of your travel to allow you to deposit these funds before you travel. The calculation of per diem is based on US state department rates.

“Meals and incidental expenses” refers to all expenditures including meals, in-city transportation and other general costs. In-city transportation includes taxis or public transportation. The allowance is sufficient to permit you to live modestly while abroad, covering the cost of reasonably priced meals and transportation. Typically, if your taxi fares or expenses for a private car/driver (fellowship-related travel only) exceed USD$25 in any given day, you should submit these receipts post-fellowship to receive reimbursement for the excess cost (the amount above USD$25).

M&IE per diem does not cover the cost of mailing items home, entertainment, dry cleaning or personal shopping and gifts. You need to bring your personal credit card to cover these expenses or you can withdraw money in the local currency, Chinese Yuan Renminbi, from ATMs at airports and other secure locations. We suggest that in advance of your trip you notify your bank and credit card companies of your travel plans to China.

II. **Communications & Technology**

A. EF recommends that you bring a laptop or tablet. You will be expected to access email and the Internet during your fellowship, and will write a lot of follow-up emails, thank you emails and your project report. Security and privacy are more of a concern in China than in other countries. Despite the “Great Firewall”, you can connect to blocked sites such as Google or LinkedIn if you purchase, in advance of travel, a subscription to a **VPN (virtual private network)**. These are reasonably priced and work pretty well in-country. EF and CEAIE cannot reimburse this expense.

B. For personal communications home, it is suggested you bring your own devices (but remember that Gmail and other Google and Android programs do not work from China, so Apple products are recommended). EF will reimburse up to communications costs.
C. CEAIE will arrange for all translation/interpretation services that are necessary for fellowship meetings and activities. All costs are covered by the program and Fellows should not incur any expenses for this service. Each Fellow will have the same interpreter traveling with them throughout the fellowship. If Fellows hire an interpreter and/or guide to accompany them during non-fellowship-related activities (free time on evenings or weekends), they are responsible for this cost.

D. As an Eisenhower Fellow, you have access to EF’s online directory, which includes contact information for all Fellows in the network. You will receive a user name and password, along with instructions on using the directory. Your EF Program Officer has your user name and password. We encourage you to explore the directory before your departure and to be in contact with your fellow Eisenhower Fellows in China.

III. Medical Insurance

Eisenhower Fellowships provides medical insurance for you and your participating spouse for the fellowship period, purchased from International SOS. The policy also covers accidental death and dismemberment. You should also check to see whether your health insurance from home will cover you while you are abroad. **Keep your ID card with you at all times in your wallet, as you will have to present it to a medical provider if you need care.**

Eisenhower Fellowships will reimburse Fellows for the cost of vaccinations recommended for travelers to their country of Fellowship. Fellows are responsible for consulting with their physician or local travel clinic on the recommended vaccinations for their country of travel. The [CDC website](https://www.cdc.gov) also has information we recommend you review. Receipts must be submitted for reimbursement.

*Personal or Travellers’ Insurance*

Eisenhower Fellowships does not cover accidents such as lost luggage or theft. While the probability of this is slight, you may want to consider taking out personal insurance to protect luggage while traveling or staying in hotels.
Sample short biography (as it appears on the website)

KELLY DAVENTPORT

Kelly Davenport helps educate Philadelphia's underserved youth through the Freire Charter Schools, which serve over 2,000 students in Pennsylvania and Delaware in grades 5 through 12. Under her leadership, the Pennsylvania Department of Education identified Freire Charter School as one of the top five highest-performing schools in Philadelphia in 2015. Davenport has headed the Freire network for 17 years, and is currently the executive director of the network's nonprofit organization. On fellowship, Davenport examined how parents, students, and education and government officials understand the concept of educational equity and how reforms at the national and local level have affected access to education for Chinese citizens. She also explored how secondary education ensures students are equipped with skills that are well-matched to current jobs. Informed by her experience in China, Davenport plans to create a proposal for how to restructure the Philadelphia School District so that all students have access to educational excellence.

ORGANIZATION
Build the Future

TITLE
Executive Director

AREAS OF INTEREST
Education

PROGRAM YEAR
2017

PROGRAM
United States Program

COUNTRY OF ORIGIN
United States

DESTINATION COUNTRY
China
2017 EISENHOWER FELLOW

Zhi-Xing China Eisenhower Fellowship

KELLY DAVENPORT | PHILADELPHIA, PA
Executive Director - Build the Future
buildthefuture.org

Kelly Davenport helps educate Philadelphia’s underserved youth through the Freire Charter Schools, which serve over 1,500 students in Pennsylvania and Delaware in grades 3 through 12. Under her leadership, the Pennsylvania Department of Education identified Freire Charter School as one of the top five highest-performing schools in Philadelphia in 2015. Davenport has headed the Freire network for 17 years, and is currently the executive director of the network’s nonprofit organization. On fellowship, Davenport will examine how parents, students, and education and government officials understand the concept of educational equity and how reforms at the national and local level have affected access to education for Chinese citizens. She will also explore how secondary education ensures students are equipped with skills that are well-matched to current jobs. Informed by her experience in China, Davenport will create a proposal for how to restructure the Philadelphia School District so that all students have access to educational excellence.

Professional Highlights
- Executive Director, Build the Future Education Collaborative, 2015 – present
- CEO and Founding Team Member, Freire Charter School, 1999 – 2015
- Kellogg Foundation Grantee, Research Fellow, 1998 – 1999

Education
- MA, Teaching, Spanish, Indiana University, 1994
- BA, Spanish Literature, University of Pennsylvania, 1990

Fellowship Interests
- To understand how Chinese school and government officials, parents and students define educational equity, and how recent reforms at the national and local level have helped increase or decrease equity in their view
- To explore the infrastructure in China that helps ensure that graduates of China’s schools are equipped with the proper skills and knowledge required to fill the current employment needs facing the nation, or the demands of university studies
- To study China’s rigorous induction and professional development program for teachers in elementary and secondary schools