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 Eisenhower Fellowships. It contains essential information that you should review carefully and completely.

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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 peace and 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, reenergize, and refocus their professional and leadership skills; set new goals; and pursue concrete results individually and collectively as part of a unique global network. More than 2,000 Fellows from 108 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 program is the beginning of 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.

More than 60 years later, Eisenhower Fellowships remains unique among international professional and leadership development programs. Unlike any other experience of its kind, the fellowship offers all Fellows a customized program that reflects each person’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 chosen field.

Congratulations on your fellowship!

George de Lama
President, Eisenhower Fellowships
We believe, as Dwight Eisenhower did, that Eisenhower Fellowships exists to inspire leaders around the world to challenge themselves, to envision how they can effect positive change, to engage others beyond their existing networks and to collaborate with other like-minded leaders across national borders and regions to better the world around them.

Eisenhower Fellows and the positive impact they can have on their societies are at the heart of everything we do. We bring together innovative leaders from all fields and regions of the world, women and men of notable achievement who have the potential to do even more. We strive to ensure the professional, ethnic, racial, gender and geographic diversity of the Fellows and of the regions and nations where we operate.

Our mission begins with identifying outstanding ascendant leaders who share President Eisenhower’s belief in the powerful possibilities of a more peaceful, prosperous and just world. We work with mid-career leaders who display the vision and passion to pursue concrete projects with real impact on their societies. We believe our work transcends national boundaries, linking outstanding international leaders with their counterparts in the United States to enhance international understanding and provide rich opportunities for collaboration within the influential Eisenhower Fellows global network.

Successful candidates for our program are leaders hungry to advance their personal and professional growth, who can articulate how they can use the fellowship to produce impactful change and who commit to lifelong engagement with the organization and its Fellows around the world. They apply what they learn from their peers and in their meetings with experts in their respective fields to maximize their potential and produce sustained impact through a transformative fellowship experience and collaboration with the network.

Since 1954, EF has operated the Global Program (formerly called the Multi Nation Program). Each spring, EF brings 20 to 25 Fellows from all over the world, representing a variety of professional fields to the United States for a seven-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 mixes up its programming by focusing on either a single region – such as Southeast Asia, the Middle East or Africa – or common interest – such as women’s leadership, urbanization, energy or innovation. Another 20 to 25 global leaders are selected to participate in these thematic programs, capitalizing on their shared interests and backgrounds to enhance the impact of the fellowship. Eisenhower Fellows are mid-career professionals, typically 32 to 45 years old.
EF recruits its global candidates from more than 55 countries in Europe, Latin America, Asia, Oceania and Africa. Candidates are solicited through an open application process, and supported by EF’s 44 local country chapters in the vetting and selection of candidates. 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.

More than 2,000 men and women have joined Eisenhower Fellowships since the beginning. EF currently boasts a network of around 1,500 active Fellows from more than 100 countries, including the United States.

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... [T]his diversity was amazing and no business trip could have provided me with this.”

“I get inspired whenever thinking of my experience during the fellowship. [It] gives me confidence, hope and self-encouragement every time.”

- 2012 South Asia Fellow

For more firsthand perspectives on EF and its fellowships from Fellows themselves, visit our [YouTube channel](https://www.youtube.com) to watch some videos.

**REGIONAL & THEMATIC PROGRAMS**

1986 – Philippines  
1987 – Republic of Korea  
1988 – Argentina  
1989 – Republic of Ireland and Northern Ireland  
1990 – Indonesia  
1991 – Poland  
1992 – The Czech Republic and Slovakia  
1993 – Turkey  
1994 – South Africa  
1996 – Brazil  
1997 – China  
1998 – Spain  
1999 – China  
2000 – India  
2001 – Russia  
2002 – Southeast Asia  
2004 – North Asia  
2005 – Middle East  
2006 – Northeast Asia  
2007 – Challenges of Urbanization  
2008 – South America  
2009 – Fueling Growth (Energy)  
2010 – Women’s Leadership  
2011 – Northeast Asia  
2012 – South Asia  
2013 – Southeast Asia  
2014 – Innovation  
2015 – Women’s Leadership  
2016 – Africa  
2017 – Middle East

Onur Eryuce (Turkey ‘16) and Farzana Yaqoob (Pakistan ‘16) with State Sen. Hillman Frazier (USA ‘98) in Jackson, Mississippi

2013 Global Fellows at the Grand Canyon
Since 1999, Eisenhower Fellowships has sent more than 250 U.S. Fellows to meet with experts in their disciplines in nearly 30 countries around the world. USA Fellows hail from all professional fields, and represent the private, public and nonprofit sectors. They are recruited on a national basis, with EF’s Leadership Steering Committees helping nominate and interview candidates in six regional hubs: New England (Boston), MA; Research Triangle (Raleigh), NC; St. Louis, MO; Philadelphia, PA; Chicago, IL; and San Francisco, CA. EF expects to open two additional hubs, Los Angeles and Miami, in 2017.

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

- **USA Fellowship**: Nine 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 meet with leaders in their fields who would help them to achieve their program goals, and are supported by Eisenhower Fellows in the region.

- **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 people of the two nations. 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.

- **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, soil health, animal husbandry and crop rotation.

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 travel independently and on individual schedules. Unique to EF is that all Fellows pursue an individually-designed program in their field of interest. 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 regional programs in areas where they have personal interest 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’ finances is available on our website.

Some of Eisenhower Fellowships’ sponsors and trustees arrange to 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.

EF’s Board of Trustees represents 11 different countries and some of the top philanthropic corporations. It is led by the chairman and vice chairman of the board, and guided by an executive committee responsible for helping set strategic direction and approving EF’s annual budget.

**Chairman of the Board**
General Colin L. Powell, USA (Ret)

**Vice Chairman of the Board**
The Honorable Christine Todd Whitman

**Chair, Executive Committee**
Jim Hovey
Eisenhower Fellowships has always been based in Philadelphia, and this is where the fellowship begins. The current EF House was originally a private home that has been refurbished as EF’s offices, and provides a comfortable meeting place for visiting Fellows. 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 should think of EF as a home away from home.

I. Opening Seminar
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 travel and accommodations for you and your spouse to attend this event.

II. Fellowship Travel
Each Fellow works closely with an EF program officer and a country partner to design an itinerary that meets the objectives and needs of the Fellows and their projects. 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 on the conversation and follow-up, when appropriate. This also allows time to add more 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 agent to avoid scheduling conflicts.

Of course, EF leverages its prestigious global network on your behalf. International Fellows enjoy meeting and hosting USA Fellows both professionally and socially, and are invaluable resources for your program. USA Fellows often find their meetings with international Fellows to be the highlights of their fellowship experience.

Embracing flexibility is an essential component of the fellowship experience. Although the goal of your program officer and country partner is to have your schedule set in advance as much as possible, invariably 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 simply the unexpected, organic nature of the program.

III. Closing Seminar
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 you will pursue upon returning home and identify ways you can and will engage with the network in subsequent year. It is an opportunity to discuss the fellowship (and post-fellowship) experience with colleagues in a seminar setting, and reconnect with other USA Fellows. The closing seminar is typically held the following year in mid-May, to coincide with a closing seminar with 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, we encourage 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 over the course of the fellowship and to attend an average of two or 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 you, your EF program officer (PO) and country partner will choose people for you to meet. Where you have your own personal contacts or connections to local organizations, you can set up your own meetings/appointments and communicate these plans to your PO and the local partner. EF does not arrange protocol, ceremonial, celebrity visits or meetings with the explicit purpose to conduct business or seek funding. If your fellowship objectives require visits with celebrities, your program officer will work with you to re-define your fellowship objectives.

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 PO who will work closely with you to plan and implement your fellowship. POs are accomplished professionals with extensive experience in a variety of fields, including international program management and development. You will also work with a local country partner who will help to design the program, as well as organize logistical and travel arrangements.

You will begin to work with your PO 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 PO prior to your travel. Your PO and country partner will depend upon you to explain clearly your background, your subject area expertise and your fellowship project. 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 PO 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 PO and local partner 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 and get advice and feedback from Fellows in your destinations countries, or Fellows who work in a similar field or who travelled previously on fellowship to the same country or region.

**Timeline & Responsibilities Pre-Fellowship**

**Three months before arrival**

1. **Create one-page biography.** Your PO will draft this bio 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 the people and organizations you might visit. It is used to introduce you to those with whom you hope to meet. We suggest that you limit your fellowship to no more than three well-defined topics that support your project and that are neither too narrow nor too broad in scope, so that you can explore them in-depth over four to five weeks on travel.

2. **Clear articulation of your fellowship project.** Beginning in 2015, EF renewed its commitment to real-world positive impact through its Fellows and their individual and collective work by asking all Fellows to propose a project or initiative as part of their candidacy. The idea of a project component was first piloted with international Fellows in the fall of 2014, and since has become a permanent part of every Eisenhower Fellow’s application and expectation post-fellowship. It creates an essential focus for the planning and design of each fellowship itinerary, and encourages Fellows to see the fellowship as part of their larger personal and professional trajectory, something that will evolve and continue to have value for years to come. It also ensures that EF’s mission remains purpose- and impact-driven.

“I wish I had started much, much earlier on the planning.”

“Fellows should do their own extensive research about the institutions and individuals they are interested in meeting.”

“Preparation is the key… Make time to prepare to ensure you reap the full benefits.”

“I would have devoted more time in advance to preparing for the trip, and gotten more involved in selling me!”

- Advice From previous Fellows
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 PO and country partner will work with you to identify additional relevant organizations and individuals to include on your travel itinerary. We suggest that you consult with colleagues and professional associations for potential ideas. 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. You should also definitely tap into your own network of contacts (both in the U.S. and abroad) to get ideas and to facilitate introductions to people you may want to meet while on fellowship.

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 the country you are visiting 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 PO will send you a proof for approval before ordering.

**Two months before arrival**
1. **Visa.** Depending on where you are traveling, you may need a visa. Your PO will provide details if this necessary for you (and your spouse, if he or she is attending). We will cover this expense for you and your spouse.

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, your PO, and your in-country partner will communicate regularly. Your feedback is essential to inform the team and to clarify your fellowship objectives. At the same time, it is important to keep an open and flexible mind to suggestions that your PO and coordinator provide. POs are highly experienced in partnering with Fellows from diverse fields to construct substantial and rounded programs, and will provide valuable advice. **Remain open to trying new things.**

In addition, EF sponsors and trustees may request meetings with Fellows, presenting a strategic opportunity for Fellows to engage and communicate with senior executives in a mutually beneficial manner, while also conveying the value of the fellowship program to our supporters. These meetings are often the highlight of many fellowships due to the quality of the conversation and the access these people can provide to their companies and expertise.
Your PO and country partner will use the program design you included in your fellowship application, in conjunction with advice from experts in the field and both in-house and online resources as a basis 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 PO and country coordinator will need to have your appointment requests well in advance of your arrival. Your coordinator will be well along in securing and scheduling appointments by the time you arrive for your program. At the same time, additional ideas for appointments will surface while you are traveling. 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 and on Eisenhower Fellowships, and may be perceived as an affront to individuals and institutions who have offered their time and support.

I. Travel dates
Eisenhower Fellows are expected to participate actively throughout the fellowship period, and must commit in advance to attending the length of the program. Please note that all fellowship travel must take place during the calendar year for which you are selected. For 2017 USA Fellows, you may travel anytime between January 1, 2017 and December 31, 2017. Your fellowship period can range between four and five weeks (minimum of 28 nights; maximum of 35 nights).

II. Participation of Spouses
Your spouse or domestic partner (referred to as “spouse”) is invited as a guest of Eisenhower Fellowships. Eisenhower Fellowships will cover travel related expenses and provide a spouse with 14 – 21 days of per diem. Your spouse is required to follow your travel itinerary, and to participate in group social and cultural events. Your spouse may not accompany you on appointments.

If your spouse would like to join you but cannot stay for the required minimum number of days (14), he or she is welcome to join you on the fellowship at your own expense. Spouses may also join you for more than 21 days but EF cannot provide additional financial or logistical support beyond that date.

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.
Depending on where you are travelling you may experience different seasons and climates and will need to pack accordingly. Dress for meetings is business attire including 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 is appropriate. Comfortable shoes are strongly recommended at all times, and casual clothes are practical for weekends.

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). When in doubt, pack light. You will need to do laundry while on fellowship (usually at the hotel), and can always purchase additional clothing.

We recommend that you bring a brief presentation (3 or 4 slides), or even 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 may wish 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.

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 how the Fellowship has impacted you and your proposed project, we ask you to submit feedback in a few different ways. Below is a general overview. You’ll be given specific instructions and have an opportunity ask questions on these requirements during Opening Seminar.

1. **Reports from the Road**

   Every Sunday, this report allows you to reflect on a regular basis by asking you the same few questions each week. You will receive a reminder every Friday, which will include a link to an online questionnaire, and shouldn’t take more than 10 or 15 minutes to complete.

2. **Project Report**

   The goal of writing the EF Project Report is to summarize the design and goals of your project or initiative, as well as a post-fellowship plan for how you will continue to advance the work and achieve actual implementation and impact. It is not a summary of what happened on fellowship or a review of meeting highlights. It should be future-looking, and also consider ways you could engage the EF Global Network to propel your ideas and project forward. While each Fellow usually has one clear and sizeable project/initiative that has been the primary purpose of their fellowship, you are not limited to describing only one idea. You can identify up to 3 or 4 ideas that you are nurturing – one primary and few more tentative, secondary proposals – and discuss the potential for each secondary idea. These can include 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.

   “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)

   The Project 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 on the Fellow through the fellowship and its global network. It also helps us to constantly improve the fellowship experience by properly allocating the resources in the best way to support you.

   For each project or initiative described, you are asked to provide a description of the concept and the problem or issues that your project is addressing/solving and why it’s important – some context & background here can be useful – the potential impact of your project if successfully implemented (and the people who will benefit and how), and a general timeline for advancing the project. For some of the secondary initiatives/ideas, a detailed timeline may not yet be feasible, understandably, but try and commit to a date to hold yourself accountable.

“Meeting people who are wonderfully accomplished in very diverse fields gave me a lot of hope, enthusiasm and optimism. When considering all the violence, challenges and difficulties my country faces, that optimism feels good.”
- Onur Eryuce (Turkey 16)
Some projects can ramp up in a few months, being 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. It may also be that there are 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. However, setting clear short- and medium-term goals will be helpful for you as well as EF as we track your progress and follow your narrative forward.

3. Feedback on Appointments

Due at the end of Fellowship is a rating for each Fellowship activity. We ask that you go through your complete itinerary and next to each entry for a meeting, conference, or other fellowship activity (not hotels or transportation), write down specific comments. EF uses this information to send each person or organization a follow up thank-you note, preferably including specifics about the meeting. It is also highly valuable in informing future programs – understanding which contacts were appropriate, highly useful or not worth pursuing in the future.
All Eisenhower Fellows are lifelong members of the EF Global Network, which has more than 1,500 Fellows from 100+ countries and 44 unique country chapters. 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. In conjunction with the Communications office, 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 or media platforms. Eisenhower Fellowships is able to stand out due to our Fellows extraordinary profiles and achievements. Our public outreach, including media relations, helps to enhance our brand: leaders at the forefront of their fields, bettering their societies. It also raises our visibility and 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.

**YOUR PUBLIC PROFILE**

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

- Selected as a (insert year) Eisenhower Fellow
- Awarded the Eisenhower Fellowship (insert year)
- Recipient of the Eisenhower Fellowship (insert year)

You may wish to inform your company’s internal publication, your alma mater or any publications dealing with your sector or organizations that you represent. These parties are usually interested in developments regarding their members or alumni.

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, 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.

**POST-FELLOWSHIP & GENERAL INFORMATION**

Upon your return home, we encourage you to share your fellowship experience and your impressions of the U.S. with your friends and colleagues. We also encourage you to share your final report with media and opinion-leaders, and to mention your fellowship if you are interviewed about issues related to your program. When you appear on any media, please forward a link to Colette Seidel, Network Associate (cseidel@efworld.org).

The organization name is EISENHOWER FELLOWSHIPS – it is a common mistake to call the organization Eisenhower Foundation or Eisenhower Exchange Fellowships. The word “Exchange” was removed from the organization’s name in 2001.

Eisenhower Fellowships is non-partisan and nonprofit.

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.
LEADERSHIP: A distinguished group of nearly 55 senior international leaders in business and public affairs is chaired by General Colin L. Powell, USA (Ret), overseen by an Executive Committee chaired by Jim Hovey, and led by its president, George de Lama.

FUNDING: Eisenhower Fellowships’ revenues come 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.

For further information please refer to our website at WWW.EFWORLD.ORG.

FOLLOW Us ON:

Facebook: http://www.facebook.com/ EisenhowerFellowships/

Twitter: https://twitter.com/EF_Fellows

LinkedIn: http://www.linkedin.com/company/eisenhower-fellowships

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

HASHTAG:
#EFJourney (use the latter to refer to activities during your Fellowship or as a result)

WE ARE ALSO ON THE HUFFINGTON POST:
HTTP://WWW.HUFFINGTONPOST.COM/EISENHOWER-FELLOWSHIPS/
NOTE: Throughout this section, all references to spouses and partners refer only to those who qualify for EF sponsorship by attending the required 14 to 21 days. Any spouses or partners who attend for fewer than 14 days are responsible for all travel, accommodation, and meals. Any spouses or partners who attend for longer than 21 days will be responsible for their domestic travel and meals for the additional days.

Prior for departing on Fellowship you will receive a check intended to cover your fellowship per diem. This amount is based on an estimate of the number of cities you will visit, the number of days you will be on fellowship, whether or not your spouse will be joining you and the number of rental cars you may use. This amount is meant to cover your meals and daily transportation costs within cities and is sufficient to permit you to live modestly while abroad, covering the cost of reasonably priced meals and transportation. The daily rate is based on the U.S. Department of State Foreign Per Diem Rates by Location.

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 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.

For your spouse/partner, provided they join you for at least two weeks of your fellowship, Eisenhower Fellowships will provide them with a $50/day stipend for meals.

If you incur significant expenses for any necessary Fellowship activities, please submit receipts with a request for reimbursement to your EF program officer. In general, it is best to consult with your PO before incurring large expenses to double-check they are even eligible for reimbursement. These expenses will be taken into account during the post-fellowship financial reconciliation.

You will also be provided with a credit card which is to be used to pay for hotels and transportation between cities, most of which will have already been booked by your in-country coordinator. This card cannot be used for any other purpose (and will be rejected at the POS due to the card restrictions).

I. Travel Costs

A. International Travel

1. Eisenhower Fellowships arranges and pays for one round-trip economy class ticket for you and your spouse. 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. If Fellows choose to split their fellowship into two segments, they are responsible for the cost of one of the international round-trip tickets (the less expensive one).
2. In order to qualify for payment, EF is required to book the flight on a U.S. airline carrier. If your PO has given you approval to book your own flight, EF can only reimburse it if it meets this criterion. Confirm eligibility for reimbursement with your PO before booking.

3. To control the cost of international travel, we ask that you 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 the maximum amount EF will pay/reimburse.

B. Domestic Travel within Fellowship Country

Your in-country partner will reserve and pay for all domestic economy-class travel by plane or train, as appropriate. You are responsible for any excess or overweight baggage fees.

Where necessary, EF also pays for car rentals. Sometimes car rental agencies will not allow EF to pay remotely via its company credit card and you may be asked to pay for the car rental while in-country. This is an unavoidable inconvenience. You will be reimbursed 100% of this cost post-fellowship.

If your fellowship program requires you, occasionally, to hire a local car and driver because other transportation options are not feasible, these costs are usually covered by EF. If a viable and more affordable option is available but you still choose to hire a driver, the costs are generally the full responsibility of the Fellow.

- **Tickets**
  1. EF books and pays for all domestic program-related fellowship travel for you and your spouse/partner (coach class only), including travel via plane and train.

  2. Fellowship travel only includes travel that is required for a fellowship professional appointment, not for sightseeing or tourist expeditions.

- **Travel to and from airports and train stations**
  1. For each city you visit, you receive a **fixed allowance of $25** each way to cover transportation to/from the airport. If you have a car reserved, you will not receive this allowance.

  2. This amount is generally enough to cover an airport shuttle service. EF does not reimburse for airport taxi fares in excess of this allowance ($25 in each direction).

II. Accommodations

- **Hotels- Reservations**
  1. Your in-country coordinator will make your reservations at reasonably-priced business class hotels and pay for all of these costs (excluding incidentals such as laundry and room service). When booking hotels, we do our best to use hotels that are in safe and central locations, and are close to your meeting locations.

  2. 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.**
• **Payment for hotels**

1. You will use your EF issued credit card to pay for all of your hotel costs, *excluding* incidentals. When you check in to a hotel, inform the registration desk that you will be paying separately for your incidentals. You will charge all room, applicable taxes/fees, and overnight parking to this credit card. This card has a U.S. government logo, which means that it is a U.S. Government Services Agency or GSA-authorized card and allows you to take advantage of government rates.

2. **Personal Credit Card** - we recommend that you bring your own credit card to pay for incidental expenses and other costs that EF does not cover. You are advised to notify your credit card company of your upcoming U.S. travels.

III. **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 or blog.

B. Depending on where you travel, EF may or may not provide Fellows with smartphones for use in-country, including reasonable data and phone plans. EF will refund some fellowship related internet use and cell phone minutes or international calling plans with receipts. For personal communications home, it is suggested you bring your own devices.

IV. **Interpretation**

EF and the local coordinator 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. 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.

V. **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** 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)

VANESSA COOKSEY

Cooksey has long been a leader promoting responsible community engagement and philanthropy for the private sector, from Cartoon Network to Anheuser-Busch to her current role at Wells Fargo Advisors (WFA). She directs the philanthropy efforts of WFA across the nation and the Wells Fargo Foundation in St. Louis. Their vision is to help communities succeed financially through investments in financial education, healthy aging, arts and culture and workforce development initiatives. Her accomplishments include supporting college savings and planning for low-to-moderate income families, strategic and coordinated crisis relief in Ferguson, Missouri, specialized training and placement of high-potential and senior leaders on nonprofit boards and employee engagement through volunteerism. Her fellowship goal, based on travel to Argentina and Japan, is to create a symposium for leaders to share and learn best practices in preventing elder financial abuse. She is also interested in developing women's leadership.

ORGANIZATION
Wells Fargo Advisors

TITLE
Senior Vice President & Head of Community Affairs

AREAS OF INTEREST
Community Development, Finance, Philanthropy

PROGRAM YEAR
2016

PROGRAM
United States Program

COUNTRY OF ORIGIN
United States

DESTINATION COUNTRY
Argentina; Japan
Sample one-page biography

2016 EISENHOWER FELLOW

USA Program

VANESSA COOKSEY | ST. LOUIS, MO
Senior Vice President & Head of Community Affairs - Wells Fargo Advisors
https://www.wellsfargoadvisors.com

Cooksey has long been a leader promoting responsible community engagement and philanthropy for the private sector, from Cartoon Network to Anheuser-Busch to her current role at Wells Fargo Advisors (WFA). She directs the philanthropy efforts of WFA across the nation and the Wells Fargo Foundation in St. Louis. Their vision is to help communities succeed financially through investments in financial education, healthy aging, arts and culture and workforce development initiatives. Her accomplishments are highlighted by tangible outcomes in college savings and planning for low-to-moderate income families, strategic and coordinated crisis relief in Ferguson, Missouri, specialized training and placement of high-potential and senior leaders on nonprofit boards and enhanced employee engagement through volunteerism. Her fellowship goal, based on travel to Argentina and Japan, is to create a symposium for municipal government leaders to share and learn best practices in preventing elder financial abuse. She is also interested in ways to develop and promote women’s leadership across all sectors of society.

Professional Highlights:
- Senior Vice President & Head of Community Affairs, Wells Fargo Advisors, 2013 – present
- Senior Director of Community Affairs, Anheuser-Busch, 2011 – 2013
- SUPervalu, Inc.
  - Director of Community and Government Relations / President, SUPervalu Foundation, 2010 – 2011
  - Director of Communications and Community Relations, Save-A-Lot Food Stores, 2008 – 2010
- Cartoon Network
  - Senior Manager of Cause-Related and Multicultural Marketing, 2005 – 2008
  - Marketing Coordinator, CartoonNetwork.com Online, 1999 – 2001
- Webmaster-Editor/Online Communications Manager, Mayor’s Office City of Atlanta, GA, 2003 – 2005

Community Engagement Highlights
- Harris Stowe State University, Trustee
- The Deaconess Foundation, Trustee
- SIFMA Foundation for Financial Education, Board Director
- Indiana University Lilly School of Philanthropy: Women in Philanthropy, Advisory Council Member
- The Links Incorporated St Louis Chapter, Member

Education
- BSc, Radio-TV-Film, University of Texas at Austin, 1999
- MBA, Webster University, 2016

Fellowship Interests
- Meet with industry and academic experts to identify effective public service campaigns to increase awareness of and develop comprehensive policies to prevent elder financial abuse.
- Develop short films and other media to advance positive narratives that support women’s civic leadership.