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 is essential that you review all information carefully and completely. Throughout the year, please refer to this manual for guidance on fellowship programming, deliverables and logistics.

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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 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-six 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!
EF has operated its flagship Global Program since 1954. Each spring, EF brings between 20-25 Fellows from all over the world – and representing a wide variety of professional fields – to the United States for a six-week fellowship program. Although diverse in background and interests, Fellows share a demonstrated leadership ability and a commitment to bettering their communities and advancing their professional disciplines as a result of their fellowship. In the fall, EF brings 15-20 Fellows to the U.S., with a focus on either a single region (e.g. Latin America or Africa) or a common theme (e.g. innovation or women’s leadership). 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—leaders between 32 and 45 years of age—from over 55 countries in Europe, Latin America, Asia, Oceania and Africa. Candidates are solicited through an open application process and interviewed by EF’s country chapters. To ensure diversity in the network, 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.

Eisenhower Fellowships provides Fellows with a unique opportunity to step out of their everyday lives, and to take a look around and explore. As described by Roxana Damaschin-Ţecu (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 Eisenhower Fellowships, visit our YouTube channel and website at www.efworld.org.
Since 1989, Eisenhower Fellowships has sent more than 300 USA Fellows to 45 countries worldwide. Like their global counterparts, USA Fellows hail from a wide range of professional fields and represent the private, public and NGO sectors. They are recruited nationally, guided by EF’s Leadership Steering Committees which nominate and interview candidates in eight regional hubs: Chicago, IL; Los Angeles, CA; Miami, FL; New England (Boston), MA; Philadelphia, PA; Research Triangle (Raleigh-Durham), NC; San Francisco, CA; and St. Louis, MO.

Each year, EF awards approximately 20 USA fellowships to candidates for one of our three programs:

- **USA Fellowship**: Approximately ten candidates are awarded a 4-5 week fellowship and visit 1-2 countries in the EF network. In collaboration with program staff and global Fellows, USA Fellows travel to the most professionally relevant and rewarding destinations. On fellowship, they are supported by Eisenhower Fellows in the region.

- **USA Agriculture Fellowship**: EF 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.

- **Zhi-Xing China Eisenhower Fellowship**: Approximately 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 mainland China.

Each USA Fellowship includes an opening 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. 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) nongovernmental organization. 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’ finances is available on our website.

Eisenhower Fellowships’ donors and Trustees meet Fellows during their fellowship travels when feasible, offering a unique opportunity for Fellows to exchange views on issues of mutual interest with top business executives and nonprofit leaders.

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.
Eisenhower Fellowships is based in Philadelphia. EF House was originally a private home that has been refurbished as EF’s offices. During opening seminar, 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 Seminar

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, Trustees and donors. Seminar sessions are interactive and focus on topics such as leadership development, personal branding and mentorship, with plenty of time to get to know the other Fellows. There is also a session dedicated to project development and implementation.

EF covers economy-class roundtrip domestic travel and accommodations for you to attend the opening seminar. Inter-city travel and luggage fees are not covered and will not be reimbursed. EF will cover the roundtrip domestic travel for one seminar, either opening or closing, for your spouse/partner. If your spouse only plans to attend one seminar, we recommend they join you for the closing seminar (details on page 8).

2. Beijing

Your fellowship in China begins with an Opening Seminar in Beijing. The seminar generally provides you with academic 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 Planning & 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 project. 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 team to develop your itinerary. Each itinerary will have, on average, 2-3 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 spontaneous meetings suggested by people and Fellows you encounter to maximize your experience on fellowship. EF may also include some weekend and 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 officers to avoid scheduling conflicts.
Embracing flexibility is an essential component of the fellowship experience. The goal of your Chinese program officer 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**: 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. See the Fellowship Logistics section of this manual for more detailed information - page 19.

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](https://travel.state.gov/content/travel/en/visas/allocate-per-diem/expenses.html). The funds will be mailed to you by check a couple of weeks before the fellowship begins. The per diem should be sufficient to cover your basic meals and transportation (taxis) needs if you spend modestly. 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 Fellowship Logistics section of this manual for more detailed information - page 20.

### III. Closing Seminar

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 and identify ways to engage with the network on an on-going 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, and coincides with a closing seminar of a class of global Fellows and EF’s Annual Meeting and Gala Dinner. The dinner is attended by Fellows, Trustees and friends of EF from around the world.

EF covers economy-class roundtrip domestic travel and accommodations for you to attend. If your spouse attended your opening seminar, they are still invited to join you at closing seminar, albeit at your own expense. Inter-city travel and luggage fees are not covered and will not be reimbursed.

**CREATING YOUR FELLOWSHIP**

Your Eisenhower Fellowship program will be individually designed based on your interests, background and objectives. Meetings with experts in your professional field who can help you advance your fellowship project will form the core of your program. They will provide you with the opportunity to exchange ideas and information 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 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.

**PROGRAM DEVELOPMENT PRE-FELLOWSHIP**

A few weeks after you are selected, you will be assigned a U.S.-based program officer (PO) from Eisenhower Fellowships and a Chinese program officer (PO) from CEAIE who will work closely with you to plan and implement your fellowship. Your Chinese PO will be responsible for crafting your final itinerary as well as organizing in-country logistical and travel arrangements. Your EF PO will assist with your project development and collaboration with other Fellows, as well as provide general support during the planning and implementation of your program. Program officers are accomplished professionals with extensive experience in a variety of fields, including international program management and development.

You will begin to work with your program officers approximately two to 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 Chinese PO 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 program team understand what you need from your program and itinerary in terms of subject matter and geographical diversity.

You may also find it useful to connect with other Eisenhower Fellows before your fellowship begins. Your PO will provide you with access to the EF Fellow Directory so that you can begin communicating directly with other Fellows.

Timeline & Responsibilities Pre-Fellowship

Immediately after Selection

1. **Create one-page biographies.** EF will prepare a biography for your review (based on your application and additional information you provide) which will be used to introduce you to potential interlocutors. See example in appendix.

2. **Clearly articulate your fellowship project.** Your project will be the primary focus for the planning and design of your fellowship, and will help you to frame your fellowship within your larger personal and professional objectives. A well-designed project should: include a concretely described objective that achieves a positive social good; evaluate what resources are already accessible and available to you; outline specific implementation steps; and detail what resources or knowledge you can obtain or expand upon through your fellowship.

3. **Identify potential interlocutors.** It is incumbent upon you to expand upon the list of potential interlocutors listed in your application. This includes identification of individuals to communicate with prior to your fellowship travels to advise about your project; outreach to people in your network who are connectors who might have recommendations for you; and requests to interlocutors.

After Selection – Two to three months before travel

1. **Conduct research to expand program design.** Based on your project proposal, as well as the program design section of your application, your Chinese PO will work with you to identify additional relevant organizations and individuals to include in your itinerary. Consult colleagues and professional associations for potential ideas. Include organizations as well as names of individuals you wish to meet, specific purposes of each visit and relevant contact information. **The more specific and detailed you are in your requests, the more successful your Chinese PO will be in securing meetings.** You are also encouraged to think deeply about who in your own network of contacts (both in the U.S. and elsewhere) could provide ideas—and facilitate introductions to—people you want to meet while on fellowship.

2. **Diversify your travel.** EF strongly encourages you to incorporate a destination on your itinerary that is “off the beaten path” to experience life outside of our better-known major urban centers that you’re more likely to visit again in the future.
3. **Build in some time to rest and reflect.** 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 - three months before travel**

1. **Passports and Visas.** You are responsible for securing a USA passport prior to travel. **If your passport will expire prior to your June travel, please expedite your renewal.** EF does not provide coverage for renewal fees.

   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 provide you with a simple tutorial to walk you through the steps and will work with you to ensure that the visa application process goes as smoothly as possible. **While basic visa costs are covered by the program, EF is unable to cover expedited delivery fees, so please be sure to apply for your visa in a timely manner.**

2. **Book international flights.** Travel restrictions apply. For more details, see the section on Fellowship Logistics (*details on page 19*).

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**

1. **Fellow and Chinese PO 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, as they will be well along in securing and scheduling appointments by the time you arrive for your program. At the same time, additional ideas will surface while you are traveling during your program. Your fellowship itinerary will be dynamic and will continue to develop and change throughout your travels.

2. **Scheduled meetings are commitments that you are obliged to respect.** After the itinerary has been confirmed and appointments made, changes and cancellations without notice will not be
made, as they will reflect poorly on EF and CEAIE and may be perceived as an affront to individuals and institutions who have volunteered their time to meet, and whose on-going support is important to EF institutionally.

3. **Communicate with your colleagues at work to advise them of your impending time away and arrange for coverage during your fellowship travel.** 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.

### GENERAL FELLOWSHIP POLICIES

**I. Fellow-PO Communication Guidelines.** Please observe mutually respectful communication parameters, primarily during business hours, except in cases described below. The Chinese PO should never be treated as a personal assistant, but as an asset to the fellowship planning team.

a) **Email**  
Email is the preferred method of communication for all programming recommendations, fellowship queries, etc. Emails should be responded to within 24 hours (during the work week), even if only to indicate receipt and provide a time when a full response will be sent.

b) **Phone**  
i. Messages may be left on the EF POs voicemail at work at any time and will be responded to the next business day.

ii. Both PO’s private phone numbers, however, are provided as a courtesy. Please keep in mind that these are personal phones and should only be called 1) for a previously scheduled call at the PO’s request, or 2) if there is a truly urgent matter that requires immediate attention (being respectful of the PO’s time zone).

iii. The Chinese PO’s private phone is to be used only during emergencies while a Fellow is in country.

c) **Text/SMS**  
To be used when communication requires immediate response (such as a same day programming issue) – during workdays only, unless it is an emergency (such as health or security issues).

d) **WeChat**  
Your Chinese PO will create a WeChat group to assist with brief programming updates and inquiries, as well as a tool for program team calls and a way to check-in while the Fellow is on program. Please plan to use this group for communication on fellowship with your POs. You will also use WeChat to communicate with your cohort and translator while in China, as well as to connect with local meeting contacts.

**II. Travel dates**  
Selected Fellows are required to attend the full length of the program scheduled for June 1 - 28, 2020.

**III. Participation of Spouses**  
EF and CEAIE does not provide financial or logistical support for your spouse or domestic partner (referred to as “spouse”) as part of the Zhi-Xing program. Due to the intensity of your travel schedule, we strongly recommend individual travel during your program. Should your
spouse plan to join you while you are in China, we suggest that you plan this travel either before or after your Opening or Closing Seminar to allow for your full attention to your program.

IV. **Policy on Children**
Children are not permitted 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.

**PACKING**

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 suit for men and a suit or 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 **prepare a short slide presentation about your organization and your project**. 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 lightweight, unbreakable gifts** for the individuals you meet with, your Chinese PO, your translator and any other individuals that were helpful with your program development. 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. We suggest you mail these items 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 will require you to submit various documents. Below is a general overview. You will receive specific guidance in the coming months, and we will review the requirements during your Opening Seminar in Philadelphia.

I. Feedback on Meetings
During Closing Seminar, your Chinese PO will provide you with a printed copy of your full fellowship itinerary, and will ask you to provide a score and brief commentary on each meeting or event in which you participate. This is important in informing future programs to understand which contacts were most appropriate and useful. **Please be sure to send this meeting feedback to your EF PO as well.**

II. Final Presentation
During 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.

III. Pictures
Please select your top 20 pictures that illustrate your program best. EF prefers pictures 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.**

IV. Fellowship 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 you in the future to track your progress, see how the project and other ideas are moving forward or continuing to evolve, and help to assess EF’s impact.

V. Fellowship Project Overview & Abstract
Upon completion of fellowship travel, you will be expected to launch a fellowship project: a concrete initiative that builds off of your current work and interests, while also aligning with EF’s mission to make the world more peaceful, prosperous and just.

“I had many conversations about the nature of creativity and inspiration. It’s very rare that I have the opportunity to devote so much time to nurturing my own creative philosophy.”
– Kel O’Neill
(USA ’17)
An impactful fellowship project should contain the following components:

- Aligns with EF’s mission
- Serves a well-defined target population
- Addresses a community or societal concern
- Is achievable within approximately three years
- Produces a broad social benefit beyond any personal or financial gain
- Promotes national and or international dialogue or cooperation

**Project Abstracts**
EF staff will help you to craft a short project abstract. A project abstract is a one paragraph length summary that provides a brief description of the project goals as well as an implementation plan and timeline. The abstract should identify the problem you are trying to solve and its relevance and importance to your community. The abstract will be used as a communication tool on behalf of the Fellow and EF, and may be shared publically.

**Project Abstract Example:**
*Matt Kopac (USA ’18), Sustainable Business and Innovation Manager, Burt’s Bees*

*Transforming Durham, North Carolina to embrace sustainability and a circular economy that reduces waste*

The economic systems in the City and County of Durham, North Carolina, home to 267,000 residents, still cling to the vestiges of the industrial revolution and do not fully value the environment and people. Matt Kopac believes that Durham can change its current approach to economic growth and embrace a new path focused on sustainability. Matt will leverage his knowledge and experiences working for Burt’s Bees to chair the Durham Environmental Affairs Board, introducing a plan to help Durham launch a “Green Deal” program that identifies start-up ventures that focus on the circular economy, and push for a renewable energy transition commitment from Durham’s government. Internally at Burt’s Bees, Matt will work with his company to take full responsibility for its downstream waste footprint.

**VI. Deliverables Re-Cap**

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<th>Deliverable</th>
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<td>Fellowship Meeting Feedback</td>
<td>Closing Seminar in Shanghai to both POS</td>
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<tr>
<td>Fellowship Report</td>
<td>Closing Seminar in Shanghai to both POS</td>
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<tr>
<td>Fellowship Project Overview &amp; Abstract Worksheet</td>
<td>30 days after completion of fellowship to EF PO</td>
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<td>Fellowship Pictures</td>
<td>30 days after completion of fellowship to EF PO</td>
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<tr>
<td>Receipts from Reimbursement</td>
<td>30 days after completion of fellowship to EF PO</td>
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All Eisenhower Fellows are lifelong members of the EF Global Network, comprising more than 1,600 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 decades 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.

Here are some ways to stay engaged with the Global Network post-travel:

Prepare | Guide | Support
• Prepare and guide new Fellows at the outset of Fellowship program
• Provide advice on professional interest areas and general career questions
• Offer hospitality and program suggestions to visiting Fellows

Recruit | Serve
• Recruit candidates for future Fellowships
• Serve on Nominating/Steering Committee; Country Chapter; Global Network Council; President’s Advisory Council; Chairman’s Fellow Circle

Organize | Collaborate
• Plan EF conferences or short programs
• Organize Fellow chapter activities, meetings and events, including Eisenhower Day of Fellowship
• Collaborate with Fellows on projects of mutual interest

Inform | Communicate
• Maintain up-to-date contact and biographical information
• Share newsworthy items with EF: professional promotions, awards, projects of interest, publications, election to public office, etc.
In an era saturated with information on multiple platforms, Eisenhower Fellowships stands out thanks 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 before, during and after your fellowship program.**

When referring to EF, please note that the organization name is **EISENHOWER FELLOWSHIPS** (not Foundation). We ask you to remember this while addressing the media, listing EF on any of your profiles, or when conducting an interview. Please send your clips, press release and other publicity to your PO (regardless of the language).

**EF Mission Statement:** 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.

Below are some ways to make the best of your EF affiliation.

### I. Your Public Profile

Please add Eisenhower Fellowships to your bio and CV, your LinkedIn profile and your organization’s website. Some simple ways to list your fellowship are:

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

You may wish to inform your organization’s internal publication, your alma mater, or any publications dealing with your sector or organizations you represent. Shortly before the start of each fellowship program, we publish a profile graphic for Fellows to announce their fellowship and what they aim to accomplish.

If you are in contact with the media, **please 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 they go. Fellows during their fellowships should avoid social media postings that advocate or are seen to endorse political positions that are not aligned with EF’s nonpartisan status.
Upon your return home, we encourage you to share your fellowship experience and your impression of the country you visited with your colleagues and within your professional circles.

II. General Information

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 USA Eisenhower Fellows are selected and travel for five weeks to one or two countries in the EF network. In addition, approximately 10 Zhi-Xing China Eisenhower Fellows are awarded a four-week fellowship focused exclusively on China.

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: EF’s board of directors is composed of a distinguished group of 45 senior international leaders in business and public affairs. The board 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 sponsors, foundation grants, Eisenhower Fellows and friends of the organization. While these comprise the majority of EF’s support, endowment earnings are also utilized from a 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 help to support the Global Programs, the USA Program and the activities of the global network of Fellows.

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I. International Travel
   a. EF arranges and pays for your round-trip economy class ticket. Business class tickets cannot be covered, 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.
   b. EF is required to book all sponsored flights 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.
   c. To control the cost of international travel, you must reserve your round-trip travel at least six weeks in advance of departure. Your PO will connect you with EF’s travel agency to do this.

II. Domestic Travel within China
   a. 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. Fellowship travel only includes travel that is required for a fellowship professional appointment, not for sightseeing or tourist expeditions.

III. Accommodations
   a. Four star Chinese hotel costs are covered by the program (excluding incidentals such as laundry and room service) and will be booked for you by CEAIE. When booking hotels, CEAIE does their 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.
   b. There may be 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.

IV. Communications & Technology
   a. EF recommends that you bring a laptop or tablet. You will need to access email and the internet during your fellowship and will write a lot of follow-up emails, thank you emails, as well as post on social media and work on your project report.
   b. 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.
   c. EF will add $100 to your per diem for 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 (but remember that Gmail and other Google and Android programs do not work from China, so Apple products are recommended).
V. Interpretation  
   a. 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.

VI. Medical & Traveler’s Insurance  
   a. EF provides medical insurance for you 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.**
   b. Vaccines. EF will reimburse Fellows for the cost of vaccinations recommended for China. Fellows are responsible for consulting with their physician or local travel clinic on the recommended vaccinations. The [CDC website](https://www.cdc.gov) also has information we recommend you review. Receipts must be submitted for reimbursement.
   c. Kidnapping and ransom insurance. Fellows and spouses are covered by EF’s blanket K&R policy while traveling on fellowship.
   d. **Personal or Travelers’ 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.

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**PER DIEM**

I. Per diem  
   a) Prior to departing on fellowship you will receive a check intended to cover your fellowship per diem. This amount is calculated based on the estimated number of cities you will visit and the number of days you will be on fellowship. The amount is sufficient to permit you to live modestly, covering the cost of reasonably priced meals and in-city transportation. The daily rate is based on the [U.S. Department of State Foreign Per Diem Rates by Location](https://travel.state.gov/content/travel/en/benefits/traveler-info/per-diem.html) (M & IE Rate).
   b) The daily per diem allowance covers all expenditures including meals, in-city transportation, and other general expenses. In-city transportation includes taxis or public transportation.
      i. Note: all flights and trains for city to city travel are booked by CEAIE. These costs do not come out of your daily per diem.
   c) The 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. Reimbursements  
   a) 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 EF PO before incurring large expenses to double-check they are eligible for reimbursement. **The deadline to submit all reimbursement receipts is 30 days after you return from each trip in order to receive full reimbursement.**
Online Directory

I. Directory: As an Eisenhower Fellow, you will have access to EF’s online directory through Salesforce, which includes contact information for all Fellows in the global network. Prior to fellowship travel, you will receive a user name and password, along with instructions on how to use the directory.

II. Fellow Bios: We will include your short bio on your directory page. Your bio has been carefully crafted to provide a brief introduction to Trustees, donors and program contacts. Please do not revise your bio until after you have completed your fellowship. Once your fellowship travels have been completed, we encourage you to update your bio regularly.

You are encouraged to use the EF directory throughout your fellowship planning and development to be in contact with your fellow Eisenhower Fellows in the U.S., your home city and state, as well as your destination countries.
Sample short biography (as it appears on EF’s website):

Dana Wagner

Dana Wagner’s challenge is two-fold: Convince meat-eaters that plant-based meat can be as satisfying as meat from cattle, and persuade food regulators that the alternative is nutritious and safe. His company’s mission is to replace the need for animals in the food supply by creating simulated meat, fish and dairy products directly from plants using a process developed by a Stanford biochemist in 2011. In 2016 Wagner’s company began marketing the Impossible Burger, saying that it cooks, smells and tastes like conventional meat and is a better “culinary experience” than traditional veggie burgers. If plant-based foods can be marketed on a meaningful scale, he believes, the benefits of reduced resource consumption can be enormous. Impossible Foods says it produces its burger with 87 percent less water, 96 percent less land, and 89 percent fewer greenhouse-gas emissions than a burger from a cow. On fellowship Wagner wants to create a regulatory framework that will allow plant-based foods to enter the Chinese market in a safe, compliant way.

**ORGANIZATION**

Impossible Foods Inc.

**TITLE**

Chief Legal Officer

**AREAS OF INTEREST**

Trade and Commerce; Environment/Sustainability
Sample one-page biography:

2019 EISENHOWER FELLOW

Zhi-Xing China Eisenhower Fellowship

Dana Wagner | San Francisco, CA
Chief Legal Officer and Corporate Secretary • Impossible Foods Inc.
www.impossiblefoods.com

Dana Wagner has worked in a variety of senior positions in government and technology. Currently, as the Chief Legal Officer of Impossible Foods, his challenge is two-fold: Convince meat eaters that plant-based meat can be just as satisfying as meat from cattle, and persuade food regulators that the alternative is nutritious and safe. His company aims to replace the need for animals in the food supply by creating meat, fish, and dairy products directly from plants using a process pioneered by a Stanford biochemist in 2011. In 2016, Wagner’s company began marketing the Impossible Burger, which cooks, smells, and tastes like conventional meat, is no less nutritious, and is a much better “culinary experience” than traditional veggie burgers. Moreover, research has established that if plant-based foods can displace animal agriculture a meaningful scale, the ecological and environmental benefits would be enormous. Impossible Foods can produce its burger, for example, with 87 percent less water, 96 percent less land, and 89 percent fewer greenhouse-gas emissions than a burger from a cow. On fellowship, Wagner explored a regulatory framework that will allow plant-based foods to enter and benefit the Chinese market in a safe, compliant way.

Professional Highlights

- Chief Legal Officer and Corporate Secretary, Impossible Foods Inc., 2018 – present
- Executive Fellow and Instructor, Berkeley Center for Law and Business, 2018 – present
- Adjunct Professor, Northwestern University 2017 – 2018
- General Counsel and Corporate Secretary, Square, Inc., San Francisco, CA, 2011 – 2016
- Director/Senior Competition Counsel, Google Inc., Mountain View, CA 2007 – 2011
- Board Member, Museum of Art Digital Entertainment, 2012 – present
- Numerous leadership and member roles, American Bar Association, 2007 – present

Education

- J.D. Yale Law School, 1996 – 1999

Fellowship Interests

- To understand the politics and regulations surrounding food (especially genetically modified food) in China and globally.
- To explore the impact of animal agriculture on the environment and on human health.
- To explore how dietary practices and preferences are evolving in China.

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