



EISENHOWER
FELLOWSHIPS

Business Plan 2019

We Believe

We believe, as Dwight Eisenhower did, that Eisenhower Fellowships exists to *inspire* leaders around the world to challenge themselves, *envision* how they can effect positive change, *engage* others beyond their existing networks and *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, mid-career leaders who share President Eisenhower's belief in the powerful possibilities of a more peaceful, prosperous and just world. We select Fellows 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 driven to advance their personal and professional growth who can articulate how they will 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 meetings with peers and with experts in their respective fields to maximize their potential and produce sustained impact through a transformative fellowship experience.

Section 1: 2018 Recap

In its 65th year of operation, Eisenhower Fellowships (EF) welcomed a record 75 Fellows to its global network in 2018, sending 20 American leaders overseas and hosting 55 international Fellows in the United States while deepening the interaction between them. The organization hosted a ground-breaking program in the Middle East and witnessed a historic transition in its Board leadership, bidding a grateful farewell to its longtime Chairman, General Colin L. Powell, USA (Retired) and welcoming former U.S. Secretary of Defense Robert M. Gates as his successor. For the third consecutive year, EF brought in record annual operating revenue. Here is a detailed look at this memorable year in the life of Eisenhower Fellowships.

International Programs

In 2018, Eisenhower Fellowships (EF) provided fellowships to 55 outstanding international leaders; 24 Fellows participated in the spring Global Program and 21 Fellows participated in the fall Innovation program. Ten Saudi Fellows in our pilot Saudi Arabia Program completed their fellowship journeys after a successful four-week program of travel across the United States. This first program



dedicated exclusively to Saudi Arabia drew 374 applicants who competed for 10 fellowships. Significantly, seven of the 10 Fellows selected were women.



The integration of USA and International Fellows has never been more robust. At the suggestion of one of our 2017 Fellows, EF implemented a mentorship program to better connect USA and international Fellows. Linking an incoming Fellow with an American Fellow with subject expertise in the travelling Fellow's area of focus helped deepen the program experience and strengthened ties across the network. International Fellows attended events hosted by USA Fellows in all seven of EF's USA hubs this year. In addition, USA Fellows in Washington and Austin, Texas also hosted gatherings for international Fellows.



A highlight of this new interaction came in the San Francisco Bay area in October, when nearly 60 international and American Eisenhower Fellows participated in a series of events, site visits, receptions and dinners focused on innovation. Mixing together 2018 Innovation



Fellows, members of the Global Network Council, USA Fellows from the San Francisco hub and several Fellows from the 2014 Innovation Program, this EF contingent visited Google, Salesforce, Accenture and Tesla for exchanges of ideas with experts at those innovative companies. The site visits helped tie EF more closely to Silicon Valley, one of our objectives in opening a new hub in the San Francisco Bay area.



USA Program

Eisenhower Fellowships programmed a diverse group of 20 USA Fellows to 22 countries in Asia, Europe, Latin America, Africa and Oceania in 2018. For the first time in EF history, a USA Fellow traveled to Myanmar. These Fellows came from diverse professional backgrounds and explored key issues in disparate fields that included health care, fire safety, transportation technologies and cattle production.

For the fourth consecutive year, in 2018 a cohort of USA Fellows traveled throughout China last June as part of the Zhi-Xing China Eisenhower Fellowship Program, in partnership with the China Education Association for International Exchange. The Zhi-Xing Program, launched in 2015, doubled the size of the USA program, advancing EF's strategic objective to expose more American leaders to the world beyond our shores. Nine American Fellows journeyed to China in this program last year.



EF expanded its USA network in 2018 by laying the groundwork to add an eighth national hub in Miami, led by a distinguished Steering Committee comprised of local leaders and Eisenhower Fellows. EF selected USA Fellows from all existing seven hubs in Philadelphia, Raleigh, N.C., Boston, Chicago, St. Louis, San Francisco and Los Angeles to travel overseas in 2019.

Measuring Program Impact

Evaluation became an increasingly integral component of programmatic activities, enabling EF to gauge its effectiveness in accomplishing desired objectives while continuously refining and improving its programs. As promised in last year's business plan, EF produced a program impact evaluation study in 2018. The organization developed metrics to drive an independent, outside, data-driven evaluation of international and USA programs that will help EF assess its effectiveness, maximize its impact and better communicate the reach and relevance of our organization to external and internal audiences.

Global Fellows Network

2018 was a landmark year of impactful convenings, conferences and forums for the EF Global Network.



The year started with EF President George de Lama and his wife Carrie Holt de Lama visiting six countries on a 21-day trip to Taiwan, Indonesia, Hong Kong, Sri Lanka, India and Turkey to meet with Fellows, Trustees, donors and other friends of EF. In the process, they collected stories of impact from our Fellows and helped spread the word about Eisenhower Fellowships everywhere they went.

Later that year, at the invitation of Fellow Shahid Mahmud (Pakistan '01), George and Eisenhower Fellow Maria Tsehai (Tanzania '16) spoke at the Leaders in Islamabad conference on global disruption, which brought together more than 600 corporate and business leaders, distinguished academicians, tech entrepreneurs, media figures, diplomats from various countries and senior Pakistani government officials. This visit was highlighted by a meeting with Pakistani President Mamnoon Hussain, who praised Eisenhower Fellowships for rendering valuable contributions to humanity in Pakistan and around the world. It was the first time a sitting President of Pakistan had ever hosted Eisenhower Fellows.



Closer to home, nearly 300,000 travelers from around the globe descended on Austin, Texas to partake in South by Southwest, a music, film and creative economy conference and festival. Stepping up to center stage were Eisenhower Fellows in full force. Jack Bienko (USA '16), Cordell Carter (USA '16), Chelsea Collier (USA '16) and Nate Robinson (USA '16) led a panel discussion that brought to light their experiences in China as Zhi-Xing Program participants in a session entitled “American Innovators in China.” The four Fellows discussed the ways in which the experience helped advance their career trajectories. 2018 USA Fellow William Hurley, better known as “whurley,” gave a keynote speech on quantum computing to an audience of 5,000 people. Josh Baer (USA '15) hosted an estimated 20,000 guests at Capital Factory, the start-up accelerator hub that he founded in Austin to be the “center of gravity for entrepreneurs in Texas.” Chelsea Collier hosted several sessions through Digi.City, a platform supporting smart city technology that she founded as a direct result of her fellowship experience in China.

EF Day events across the globe took place in various formats. The Japan and the New Zealand chapters each hosted dinners. Supporting EF’s goal of cross-border collaboration, the Fellows from Vietnam welcomed the Fellows from Chinese Taipei for the first meeting of the two chapters in a joint celebration in Ho Chi Minh City. The Indonesian Fellows held a public event featuring young people in cooperation with the U.S. Embassy in Jakarta. Fellows Tri Mumpuni, Eka Sari Lorena and Alissa Wahid spoke alongside other speakers with expertise in crowdfunding and social entrepreneurship.

Historic EF milestone

Marking a historic milestone in the life of Eisenhower Fellowships, hundreds of members of the EF global



family converged on Philadelphia on May 16 and 17 to pay tribute to our outgoing Chairman, General Colin L. Powell, USA (Retired) and welcome his successor, former U.S. Secretary of Defense Robert M. Gates.

More than 415 invited guests, including some 160 Fellows from 43 countries, gathered at the National Constitution Center to honor General Powell in a gala celebratory dinner that featured a musical performance by students from the Philadelphia School for Creative and Performing Arts and speakers that included former Vice President Joe Biden, former Bermuda Premier John Swan, former Governor Christine Todd Whitman and Secretary Gates.

The General was also feted in video messages from former Presidents George W. Bush and Barack Obama, former National Security Adviser General Brent Scowcroft and former Secretaries of State Madeline Albright, Condoleezza Rice, James A. Baker III and Henry Kissinger, Chairman Emeritus of EF. Another EF Chairman Emeritus, former President George H.W. Bush, sent a written message that was read by the master of ceremonies for the evening, veteran NPR and PBS News Hour correspondent Ray Suarez.

Fellows from the Fall 2016 Africa Program, the first regional program Africa in EF history dedicated exclusively to nations in Sub-Saharan Africa, presented General Powell with a beautiful glass sculpture in gratitude for his leadership and support. The emotional highlight of the evening was the unveiling of a mural that Philadelphia students from Olney High School created for General Powell with the City of Philadelphia's renowned Mural Arts Program, headed by Eisenhower Fellow Jane Golden. The mural is now on display at the Olney Charter High School in North Philadelphia.



Secretary Gates officially became the ninth Chairman of EF the next morning at the Annual Meeting of the Board of Trustees, then met with Fellows from the 2018 Global Program and the 2017 USA and Zhi-Xing Programs in a wide-ranging seminar attended by more than 200 guests, including young leaders from the Philadelphia Military Academy.

That evening, more than 315 invited guests gathered as Secretary Gates presided over the 2018 Annual Awards Dinner at the Philadelphia Museum of Art, hosted by President Gail Harrity, an Eisenhower Fellow. Gail and Philadelphia Mayor James Kenney greeted guests at a pre-dinner cocktail reception punctuated by a musical performance from a group of Mumpers, Philadelphia's distinctive street performers whose annual New Year's Day celebration is a local ritual.



Secretary Gates presented the 2018 Distinguished

Fellow Award to Minister Mari Pangestu of Indonesia and the Eisenhower Medal of Leadership and Service to EF Trustees David and Susan Eisenhower for their distinguished professional careers and their longtime work to advance the legacy of their grandfather, our namesake, President Dwight D. Eisenhower. Veteran NPR and ABC News correspondent Deborah Amos was the master of ceremonies.

London events

In October, EF hosted 110 guests from 31 countries in London for two dynamic days of thought-provoking events on Women’s Leadership and European Migration. The programs included world-renowned global leaders such as former President Mary Robinson of Ireland, U.S. Federal District Judge Virginia Kendall and Baroness Nosheena



Mobarik, a British Member of Parliament. In keeping with its commitment to mentorship, EF invited 10 female youth leaders from nine countries to the Eisenhower Fellowships



Youth Leaders Network. They were

introduced at a formal reception hosted by the Embassy of Ireland, a highlight of the EF activities in London that week.



Maximizing our impact

Addressing our goal to collect and promote stories of real-world impact, EF created an impact blog on our website. Blog entries share success stories from Fellows who returned home and implemented ideas inspired by their Eisenhower Fellowships experience. As an organization, we have invested resources into collecting both quantitative and qualitative data to effectively measure our impact throughout the world. The inspirational stories in the impact blog comprise the qualitative component that complements the quantitative data.

In 2018, EF identified ways to further refine the project component of the fellowship experience. We developed written guidelines that clarify our expectations from our Fellows in crafting and implementing a project. In the opening seminar, midpoint retreat and closing seminar of each international program, we have included training



modules to support Fellows in developing their project concepts and making actionable plans to implement them once they return home. Offering guidance to the Fellows at multiple points throughout the fellowship journey underscores EF’s emphasis on project outcomes. In this process, it has instilled confidence in Fellows that they

can be successful in completing a project with a positive social impact within three years of their fellowship travels.

Cultivating partnerships. Elevating our profile

EF collaborates with Knowledge@Wharton, a daily, two-hour, call-in business interview program, broadcasting live from historic Ivy League campus of the Wharton School of Business at the University of Pennsylvania. Host Dan Loney goes behind the headlines on a wide variety of topics with world-renowned Penn professors, distinguished alumni and expert guests. The program reaches 640,000 listeners in the U.S. and Canada via the Sirius satellite channel. When combined with the Knowledge@Wharton website, the audience is roughly two million people. Thirteen Eisenhower Fellows were guests on the show in 2018, discussing topics ranging from environmental impact to literacy.

Finance and Administration

After employing the same data system for nearly a decade, in 2018 EF rolled out a new Salesforce Customer Relationship Management database that features a new public interface as well as a fully secure Fellows directory. This more robust directory of Fellows provides a user-friendly portal that allows the EF community to search for others in specific locations, fields of interest or program years. The new technology will also allow Fellows to collaborate on projects defined during their fellowships and afterwards.



Over the last several years, the Finance department has worked to automate processes to make information more readily available to staff. This includes electronic time sheets and vacation/sick day balances, electronic pay vouchers and, soon, electronic capture of expenses.

Our external auditor reported in the 2017 audit that EF received a clean, unmodified opinion. EF's financial statements present fairly, in all material respects, our financial position, in conformity with generally accepted U.S. accounting principles. For four consecutive years, Eisenhower Fellowships has received the top four-star rating from Charity Navigator for its exceptional transparency, financial health and public accountability, exceeding industry standards and most charities in our field. We expect the same for a fifth consecutive year in 2018.

Section 2: Goals for 2019

Over the next two years, our primary strategic objective is to maximize the impact of Eisenhower Fellowships as spelled out in the five-year strategic plan approved by the Board of Trustees in 2016.

Over the next year we will work to:

- 1) Identify and select innovative, outstanding Fellows from a deepened and diverse pool of candidates and offer them a dynamic, transformational fellowship experience leading to lifetime engagement with the EF global network.
- 2) Strengthen EF's global network and support increased collaboration between our Global Fellows to achieve sustainable, real-world impact across sectors, borders and regions.
- 3) Maximize EF's real-world impact through the requirement that Fellows identify and execute concrete projects after they return home and leverage their talents through mentorship and collaboration with the network and other partners.
- 4) Expand our USA Program and support increased collaboration between Global and USA Fellows during and after their fellowship experience.
- 5) Reform governance, grow the endowment and rebrand EF as a modern, dynamic and diverse organization of innovative change agents that works with prominent partners and engaged supporters to create sustained long-term impact.

Section 3: Action Plan for 2019

- 1) Identify and select innovative, outstanding Fellows from a deepened and diverse pool of candidates and offer them a dynamic, transformational fellowship experience leading to lifetime engagement with the EF global network.

- The goal is to host at least 79 International and USA Fellows in 2019: 24 in the Spring Global, Program, 14 in the Island of Ireland Program, 20 in the fall Latin America and Caribbean Program, 12 USA Fellows and 9 Zhi Xing USA Fellows. This will represent an increase in the number of USA Fellows from 2018.

- For six weeks, starting April 30, Eisenhower Fellowships will host its 2019 Island of Ireland Program: An Initiative for Ireland and Northern Ireland. This program is the living legacy of the historic 1989 Single-Region Program that brought together Fellows from Ireland and Northern Ireland in 1989 and directly contributed to the accords that have kept peace on the island for more than two decades.

This fall, beginning in October, EF will host a Latin America and Caribbean Program, our first focused on the region in more than a decade. EF President George de Lama visited the region in February to promote the program, strengthen the nomination process and seek support for this initiative.

- 2) Strengthen EF's global network and support increased collaboration among our international Fellows to achieve sustainable, real-world impact across sectors, borders and regions.

- Strengthen and promote deeper engagement of the Fellows network by supporting new initiatives for regional subgroupings of international Fellows in Europe and Latin America through EF events and collaborations. In addition to cultivating the regional network in Latin America and the Caribbean with a program focused on the region and preparations for a global conference in the hemisphere in early 2020, plans are also underway for a follow-up gathering of the European Fellows in Brussels.

- Nurture the Africa network and implement EF's five-year plan for Africa through myriad interactions between African Fellows and other Eisenhower Fellows around the world, including support for a regional gathering in Kigali, Rwanda in June 2019.

- Raise the profile of the organization by increasing the exposure of the Fellows through public forums and events, regular media interviews, news articles in local, national and international media, Fellows blogs; and by hosting regular EF encounters with leading American journalists to put the organization on their radar. In February Fellows in Spain presented their First Amendment Awards to prominent journalists, a prestigious annual prize which continues to raise the organization's profile in Spain and throughout the Spanish-speaking world.

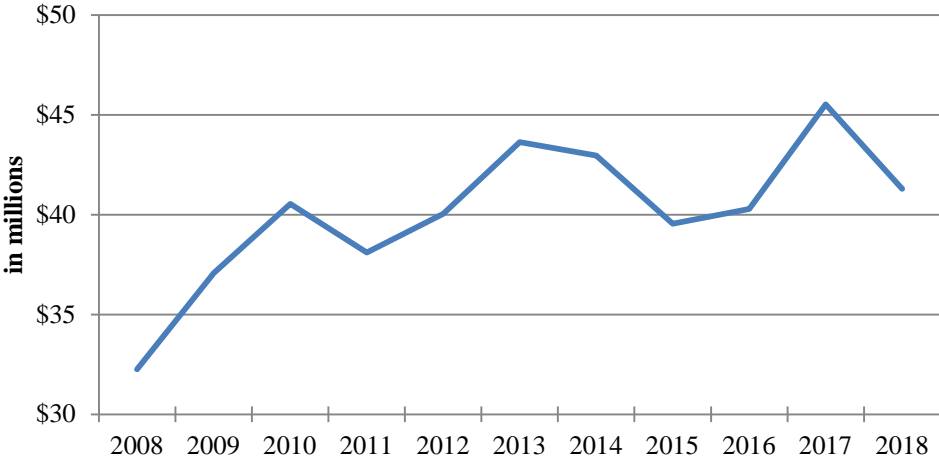
- Expand the use of EF's new direct fellowship application process to spread the word about EF and diversify and deepen our pool of applicants.
- 3) Maximize EF's real-world impact through the requirement that Fellows identify and execute concrete projects after they return home and leverage their talents through mentorship and collaboration with the network and other partners.
- Begin the implementation of the program impact evaluation by collecting data through distributing our new post-fellowship surveys to Fellows across our network.
 - Maintain and update the EF impact blog with new stories of Fellows' success.
 - Identify new ways to spotlight successful projects and their impact.
- 4) Expand our USA Program and support increased collaboration between international and USA Fellows during and after their fellowship experience.
- Building on the launching of new International Leadership Initiatives in Chicago and San Francisco in 2016 and Los Angeles in 2017, EF will establish an eighth national hub in Miami that would help serve as an EF gateway to Latin America.
 - Approaching the final year of a five-year agreement, produce an evaluation study on the impact of the Zhi-Xing China Program. Pursue the possibility of extending this partnership and explore other possibilities to identify opportunities to expand this model to other countries or regions.
 - Increase the number of USA Fellows and increase the geographic diversity of our USA Fellows.
- 5) Reform our governance, grow our endowment and rebrand EF as a modern, dynamic and diverse organization of innovative change agents that works with prominent partners and engaged supporters to create sustained long-term impact.
- Present and implement a 2019 budget that will meet all revenue and expense targets, building upon the work and new contacts EF made in 2018 to advance the outreach to potential new funders to support a robust international and national fellowship program.
 - Identify major new sources of individual gifts and other new funding in order to grow the organization's endowment.
 - Continue to diversify the Board of Trustees by gender, geography and other demographics, attracting outstanding leaders to the organization.
 - Deliver a 2018 audit that will once again meet and exceed the highest accounting standards for non-profits, achieving the Charity Navigator rating of a 4-star charity.

- Maintain the highest standards of risk mitigation for Fellow, staff and Trustee information and protect personal data, continuously monitoring and where necessary updating or upgrading EF technology, internal control systems and practices.
- Attract and retain high-quality staff.
- Seek new content and program partnerships with other prominent institutions to enhance and enrich the Eisenhower Fellowship experience.
- Increase the user base of Fellows using the new EF database with a customized Salesforce platform to collect and update data that showcases the range of accomplishment and promise of the EF network. Scope the cost of and solicit proposals for a full website overhaul.

Section 4: Projected Budget and Finance

	2018		2019
	Budget	Year End	Budget
Revenue			
Contributions for Operations	3,945	3,743	4,189
Endowment Draw	1,883	1,864	1,939
Total Operating Income	5,828	5,606	6,128
Expenses			
Programs	2,284	2,179	2,367
Personnel	2,779	2,813	2,915
Professional Services	245	158	329
Administration	162	142	154
Building & Maintenance	233	229	268
Special Events	124	86	95
Total Expenses	5,828	5,606	6,128
Endowment Draw %	4.50%	4.32%	4.50%
3 Year Average	4.51%	4.45%	4.40%
Fellow & Spouse Headcounts			
Spring Fellows	25	24	24
Fall Fellows	22	21	20
USA Fellows	11	11	12
Zhi-Xing Fellows	9	9	9
Saudi Fellows	10	10	-
Irish Fellows	-	-	14
Total Spouses	18	11	34
Total Fellows	77	75	79
Total Spouses	18	11	34

Endowment Value



Endowment Return v. Benchmark

