

Business Plan 2021

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, midcareer 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: Looking Back at 2020

Global Conference on the Future of Education



In February, 2020, Eisenhower Fellowships gathered more than 245 attendees from 37 countries in Cartagena, Colombia to discuss the Future of Education, a topic of vital importance in every corner of the world. Colombian President Ivan Duque Marquez and his wife, First Lady María Juliana Ruiz Sandoval, honored us by traveling separately to Cartagena to speak on the opening day of the conference. Across our four social media platforms (Facebook, Twitter, Instagram and LinkedIn), our posts from the conference reached more than 75,000 people: roughly 10,200 on Facebook, 40,600 on Twitter, 21,500 on Instagram and nearly 15,000 on LinkedIn.



Kathleen Kennedy, Executive Director of the MIT Center for Collective Intelligence and the co-founder and Vice Chair of Hubweek, presided over the three-day conference. A highlight was the opening keynote address by President Duque, setting the stage for the rest of the conference by emphasizing the urgent need for education reform in Colombia so as to create better educational opportunities in his



country. The First Lady shared her personal views on the importance of education as part of a comprehensive outreach to Colombian society in a conversation with Eisenhower Fellow Juan Jose Güemes (Spain '11).

Eisenhower Fellow John Della Volpe (USA '08), head of polling at the Institute of Politics at the Kennedy School of Government at Harvard University, delivered the findings of a global poll he conducted exclusively for Eisenhower Fellowships on the State of Education around the world. His poll found that an overwhelming majority of young adults regard the quality of education and access to education in their nations as two of their most important issues. For more information [click here](#).

Rich panel discussions explored different aspects of education around the world, beginning



with the opening panel looking at major global education trends. The focus of the different panel discussions progressed through the life cycle of a typical student, from primary and secondary education to higher education to workforce development and preparing students for the jobs of the future. The vital role of the arts in education was underscored in a lively panel discussion and capped by a moving performance from the Colegio del Cuerpo, an internationally acclaimed Colombian youth dance troupe led by Alvaro Restrepo.



In addition to the Eisenhower Fellows gathered from around the world, EF introduced 15 new Eisenhower Youth Leaders in Cartagena. These exceptional young people ages 18 to 25 spent time with their Eisenhower Fellow mentors and actively participated in the conference discussion. Four of the Youth Leaders shared their views on the future of education in a closing panel on the final day of the conference.

Throughout the conference program, Eisenhower Fellows and select outside speakers shared brief lightning talks, a tour de force of ideas that injected energy into the proceedings and shined a light on powerful personal stories and compelling global education initiatives from Paraguay to Chicago, South Africa to Austin, Jordan to Colombia. To ensure the conference was not just talk, participants presented projects for inputs from their fellow thought leaders in Cartagena. These presentations in our eLabs provided a dynamic interactive forum for more than a dozen concrete projects with a real-world impact that will be implemented after the conference.



Real-world examples of replicable educational models were woven into the conference program.

During our inaugural day of service, EF brought a group of experts to the community school in the Nelson Mandela neighborhood in cooperation with the Tenaris Foundation. In addition, some 40 conference participants ventured out to the Lomas del Peyé school sponsored in an underserved area of Cartagena by the Barefoot Foundation, founded by Colombian singer Shakira. The school provides access to quality public

education to communities ravaged by poverty and displacement. The EF community had an opportunity to learn more about this unique model and interact with the students.

Livening the conference sessions, galvanizing social and cultural events were hosted each evening in the historic walled city of Cartagena. The Mayor of Cartagena, William Dau, welcomed the conference participants on the opening night to the accompaniment of local Colombian dancers, and the next evening the attendees were serenaded by the dazzling jazz melodies of Colombian musical great Oscar Acevedo and his band at an enchanting gala dinner at the Cartagena Convention Center.



Attendees danced away the final night at an unforgettable reception with spectacular local folkloric dancers and a Caribbean musical orchestra, set against the stunning backdrop of this beautiful Colombian city by the sea.

The energy and spirit and the power and promise of Eisenhower Fellowships were on full display at the Future of Education conference in Cartagena in February 2020. Relive these magical days in the photo gallery and by playing the video [here](#).

The Coronavirus-19 Pandemic Strikes

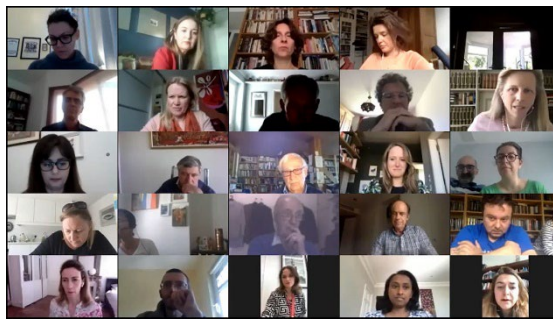
Less than a month after the conference, the Covid pandemic escalated, forcing EF to reimagine and rethink its traditional person-to-person programming and events. With great reluctance, we postponed our in-person 2020 Global, USA and Zhi Xing China Programs until 2021.

At the same time, EF pivoted to new virtual platforms for its network engagement. Seizing the opportunity the pandemic presented to leverage technology, EF advanced and in many ways improved the way we executed our programs and operations in a dramatically changed global environment and increasingly virtual world that will remain with us long after the Covid crisis eases.

We sent our staff to work remotely from home in early March and implemented the necessary office upgrades to ensure their safety once they could return. We upgraded our workplace infrastructure to enable us to use the latest digital virtual software and expanded our teleconferencing capabilities with Zoom, Webex, Microsoft Teams streamed through large new monitors in conference rooms in the EF headquarters.

Network Programming

Family chats



We scheduled a series of virtual family chats with Eisenhower Fellows overseas and across the United States, to check in with our Fellows to see how they were coping with the crisis in their countries and communities. In total we brought together 564 Fellows from 64 countries in 16 of these family chats. In the process, we collected the inspiring stories of our Fellows' work on the front lines of this global plague. The result was a new

feature on the EF website, [*Fellows Confronting Covid*](#).

This section contains news items about our Fellows, their work, their thoughts and their experiences. These regular chats with the EF global family have caused what we like to call spontaneous combustion, with Fellows around the world organizing and hosting their own Zoom meetings, including one in Colombia that featured more than a dozen Fellows as speakers and convened more than 2,400 participants.

Justice Project

Amid the national reckoning with issues of racial justice that followed the death of George Floyd at the hands of police, Eisenhower Fellowships convened a series of internal discussions with our Fellows to explore ways EF can advance and amplify the core justice pillar of our mission.

Eisenhower USA Fellow Cordell Carter, Executive Director of the Aspen Institute’s Socrates Program in Washington, D.C., led a virtual discussion on “*Ike and Racial Justice: Values and Vision*,” to formally launch the Eisenhower Fellowships Justice Project. Other prominent Fellows led subsequent internal discussions to help refine and define the mission of the Justice Project and exchange ideas on how to advance this strategic initiative.



The [EF Justice Project](#) is a multi-faced, multi-year organizational offensive to confront the entrenched racism and systemic social inequities that persist in the United States and to advance the justice pillar of our founding mission around the world. Initiatives in the works include a new USA Justice program focused on leaders working to combat inequities and bridge stubborn gaps between the races in the fields of law enforcement, criminal justice, access to health care, economic and social exclusion, environmental exposure, educational opportunity and civic engagement.

We aim to leverage the groundbreaking work many Eisenhower Fellows already lead in these fields around the world and model this initiative after EF’s approach to our organizational emphasis on women’s leadership. This began with an initial Women’s Leadership Program in 2010 and since then has elevated gender equity into one of our priority objectives in everything we do—from the gender diversity we seek in each of our Fellows’ cohorts to the composition of our board and our staff to the demographic breakdown of speakers at our conferences.

Global Scholars Program

Four highly accomplished recent graduates of American universities travelled to the United Kingdom and Spain this fall for a year of postgraduate study at the [University of Oxford](#) and at [IE University in Madrid](#) punctuated by unique exchanges with Eisenhower Fellows in Europe and followed by hands-on work experience back in the United States.

Sruthi Palaniappan, a graduate of Harvard University, and Naomi Ducat, a graduate of Queens College, City University of New York, are spending a year of intense study and cultural immersion in Britain at the University of Oxford’s Blavatnik School of Government. They will refine their individual project proposals and complete a [Master of Public Policy](#) degree with a focus on



public service and effective governance. Regina Siedow, a graduate of the University of Wisconsin-Madison, and Christian Correa, a graduate of the University of North Carolina-Chapel Hill, will attend Spain's IE University's School of Global and Public Affairs, where they will complete a [Master in International Relations](#) degree with a focus on global business, innovation and entrepreneurship.

This exciting new youth dimension to EF's programs aims to advance our strategic objective of expanding our work in exposing ascendant American leaders to the rest of the world by extending the legacy of our namesake, President Dwight D. Eisenhower, to new generations of exceptional young people in the United States.

Annual Meeting

Eisenhower Fellowships hosted its 2020 Annual Meeting of the Board of Trustees in mid-October, a groundbreaking, two-day virtual event that registered more than 450 Fellows and friends of the organization from 57 countries for the first digital annual gathering in our history.

The event on October 14 and 15 featured dynamic conversations hosted by EF President George de Lama with New York Times Foreign Affairs columnist Thomas L. Friedman

and with our Chairman, former U.S. Secretary of Defense, Robert M. Gates, discussing his widely acclaimed new book, *Exercise of Power: American Failures, Successes, and a New Path Forward in the Post-Cold War World*. Capping the proceedings was a conversation with EF Trustee Susan Eisenhower sharing her unique insights from her fascinating new book about her grandfather, *How Ike Led: The Principles Behind Eisenhower's Biggest Decisions*. Click on the video links [here](#) to watch all the sessions.



On Annual Meeting Day, Secretary Gates presented Juan Jose Güemes (Spain '11), with the 2020 Distinguished Fellow Award. View Juan Jose's eloquent acceptance remarks [here](#).

Women's Leadership Program

The Annual Meeting coincided with our Fall 2020 Women's Leadership Program, bringing together 25 outstanding women leaders from 23 countries for the first all-virtual program in the history of Eisenhower Fellowships. This program attracted more than 1,000 applicants for just 25 slots, by far the highest number EF has ever received. These formidable leaders comprised the third EF Women's Leadership Program in the last decade.

From their remote locations, our 2020 Women's Leadership Fellows immersed themselves in this dynamic program marked by individualized meetings with leaders and experts around the U.S. The experience allowed them to expand their networks, sharpen their leadership skills and increase their opportunities for maximizing their impact in their home countries after the fellowship.

The virtual program combined synchronous and asynchronous sessions, allowing Fellows in different time zones around the world to come together in real time for some meetings, and to review other videotaped gatherings at their own convenience, respectively. Prominent speakers included EF Trustee and former New Jersey Governor Christine Todd Whitman; former U.S. Secretary of State Madeleine Albright; Dr. Martin Seligman, father of the positive psychology movement; media mogul Arianna Huffington; renowned epidemiologist Dr. William Haseltine; and U.S. Representative and Eisenhower Fellow Chellie Pingree, among many others.



For nearly two months, the Fellows engaged in their customized one-on-one meetings, a hallmark of an Eisenhower Fellowship. Bonding Fellows closely together, the Fellows participated in EF Soundings, intimate forums to share their personal life stories, their dreams and ambitions, and why they do what they do. Providing opportunities to explore other areas of interest and curiosity, regardless of time zone, Fellows received a subscription to Masterclass, allowing them to gain new knowledge and engage in yet another level of conversations with one another.

Program Contact Outreach Project

The quality of Eisenhower Fellowships programs depends on our ability to connect Fellows with key leaders in their fields. To strengthen our ability to do this, and provide content for future programs, online and in-person, during the summer of 2020 EF launched an all-staff project to proactively reach out to each one of the American experts and program contacts who have hosted Eisenhower Fellows in the U.S. over the last ten years. As a result of this unprecedented effort, more than 4000 experts in more than 500 U.S. cities have formally reaffirmed their commitment to partner with EF and host our future Eisenhower Fellows, in-person or virtually, as needed.

Global Network Council

The Global Network Council, the principal Fellows' advisory body for EF management, played an active role in the organization's planning throughout the year and was instrumental in helping shape EF's 2021 programs.

Some two dozen of these distinguished leaders among leaders within the EF global network gathered in Cartagena, Colombia for the group's annual in-person meeting, coinciding with EF's conference on the Future of Education. The GNC members discussed a number of ways EF could leverage the work of its Fellows around the world



and sharpen its focus on driving positive impact. They exchanged ideas on how to best use new technologies and create easy ways to attract Fellows who had not been involved in EF activities recently to resume their participation. They looked at examples of recent peer-led initiatives and explored how to best organize future collaborations and meetings of Fellows, perhaps through grouping them by professional backgrounds and interests.

From the GNC discussion in Cartagena arose the outlines of EF's Fall 2021 Africa Program, a groundbreaking regional program focusing on leaders from all fields in Sub-Saharan Africa working to combat the devastating impact of climate change across the continent. The group also exchanged ideas on possible topics and venues for EF's next global conference, tentatively planned for 2023.

Following up on the Cartagena meeting, the GNC gathered again in November, this time virtually. Drawn from every region of the planet, and appointed by the EF president, the Fellows serving on the GNC discussed EF's many innovative efforts over the course of the year to navigate the continuous twists and turns of the Covid pandemic and press ahead with its operations in the face of unprecedented challenges.

After their meeting, the GNC members engaged online with Fellows in the Fall 2020 Women's Leadership Program, the first all-virtual program in EF history. The decision to host the all-virtual program drew the strong support of the GNC, whose members again in 2021 will play an important advisory role in the organization's operational and strategic planning.

Section 2: Looking Ahead to 2021

Eisenhower Fellowships is carefully tracking the Covid situation to determine how, when and where we can safely operate and host our programming in 2021. Factors include the widespread availability of vaccines in the U.S. and overseas, travel restrictions, the ability to obtain visas and the willingness of program contacts to meet with Eisenhower Fellows in the US and abroad. We have prepared a number of alternative scenarios and will make a final determination when we have more information on this fluid situation.

Nonetheless some plans for our future programming already are clearly coming into focus. From the many lessons we learned in 2020, we saw significant advantages of some aspects of virtual engagement, especially in sharing orientation information and in the ability to secure prominent speakers to meet with our Fellows online in ways sometimes not possible in person. As a result, all EF fellowship programs moving forward will have a virtual component to maximize Fellows' time and, with it, our programmatic effectiveness and impact.

Africa Program

In fall 2021, Eisenhower Fellowships will host a regional program focused on connecting and empowering outstanding midcareer African leaders ages 32–45 from diverse fields confronting the negative impact of climate change in Sub-Saharan Africa. We will recruit dynamic change agents primarily from Ghana, Kenya, Nigeria, Rwanda, South Africa, Tanzania and Zimbabwe and bring them to the United States for a unique personal and professional transformational experience. Outstanding candidates from other African nations with a proven track record of leadership working regionally and recommended by Eisenhower Fellows from past programs will also be considered.

We will recruit and select a diverse mix of applicants from a wide range of professional fields confronting the many destructive dimensions of climate change across the subcontinent. These include leaders in the fields of agriculture, public safety, environmental protection, finance, water and food security, energy and other sectors where climate change has negatively affected the quality of life across Africa. This is



the second regional program focused exclusively on Africa in the last five years, following in the footsteps of the groundbreaking 2016 Africa Program that for the first time in EF history brought 24 visionary leaders from Sub-Saharan Africa to the U.S.

New website and application software

In January 2021, EF launched a new website with a fresh look and new accessibility, fully updated and integrated with our other digital platforms.



In addition, to help us accommodate and track the rapidly growing number of applicants interested in EF programs, we have adopted a new online application portal that we will employ for the recruitment of all candidates for future EF programs. This portal will be user-friendly for applicants, streamline the process for our local nominating committees around the world and allow us to better communicate with candidates.

EF will also release a new downloadable software application to its global network. The app will allow Fellows to access the Directory of Fellows from the convenience of their phones without having to go through an internet browser. This enhancement will make it easier for Fellows to connect with other Eisenhower Fellows anywhere they may travel, or without ever leaving home.

Section 3: Goals for 2021

Our primary strategic objective in 2021 is to navigate the Coronavirus pandemic with creativity and flexibility, employing a mixture of traditional face-to-face engagement and new virtual tools 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 international 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) Strengthen our governance, grow the endowment and advance the EF brand 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 4: Action Plan for 2021

- 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.
 - Building on our continuous innovation in 2020, refine and implement new hybrid fellowship approaches to the Eisenhower Fellowships experience, combining virtual and in-person meetings and engagement as fundamental new dimensions of all future EF programs.
 - Resume in-person engagement with Fellows as soon as possible after a year in which the Covid pandemic made that impossible. The goal is to host virtually and in-person at least 67 International and USA Fellows in 2021: 25 in the Global Program, 20 to 25 in the Africa program, 11 USA Fellows and 10 Zhi-Xing China Fellows.
 - Recruit, select and host four Eisenhower Global Scholars to spend a full academic year of intensive postgraduate study leading to a Master Degree at University of Oxford or IE University in Madrid and hands-on work experience.
 - Launch a new application portal to streamline the recruitment of Fellows and Global Scholars, that will be fully integrated with the EF database.
 - Complete the all-staff project EF launched in 2020 to proactively reach out to each one of the American experts and program contacts who has hosted Eisenhower Fellows in the U.S. during the last ten years. As a result of this unprecedented effort, more than 4000 experts in more than 500 U.S. cities have formally reaffirmed their commitment to partner with EF and host our future Eisenhower Fellows, in-person or virtually, as needed.
- 2) Strengthen EF's global network and support increased collaboration between our international Fellows to achieve sustainable, real-world impact across sectors, borders and regions.
 - Expand and deepen our regular engagement with the global network on timely topics and other matters of interest, through virtual and other means.
 - Deliver a mobile EF directory software application to our global network of Fellows to enable them to more easily connect with one another.
 - Complete an unprecedented staff-wide project to reach out to every living Fellow as part of our efforts to deepen our engagement with our Global Network and update the contact information in the EF database.
 - Advance our efforts to measure Fellow engagement and impact by employing and upgrading our survey tools to track and measure Fellows' impact.

- Leverage the EF database to better track Fellows' engagement with each other, and with EF headquarters in Philadelphia.
- 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.
- Connect Fellows with local networks to help them develop and implement their projects.
 - Spotlight and publicly promote successful projects and their impact in order to help drive new professional collaborations.
- 4) Expand our USA Program and support increased collaboration between international and USA Fellows during and after their fellowship experience.
- Launch the EF Justice Project, promoting the work of Fellows advancing social justice in the U.S. and bringing them together with Fellows from around the world to drive new initiatives that emphasize the core justice pillar of the EF mission.
 - Secure funding for a USA Justice Program focusing on ascendant American leaders working to advance social justice and recruit and select exceptional candidates for this new fellowship program.
- 5) Strengthen our governance, grow our endowment and advance the EF brand 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.
- Advance the effort to further diversify the Board of Trustees by gender, race, geography, and other demographics, attracting outstanding leaders from diverse professional fields to the organization.
 - Present and implement a 2021 budget that will meet all revenue and expense targets, building upon the work and new contacts EF made in 2020 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.
 - Promote stories of Fellows' impact to new and broader audiences through a variety of communications tools, including an entirely new, more accessible and user-friendly EF website, social media channels and EF newsletters.
 - Elevate the profile of the organization by increasing the exposure of the Fellows through public forums and EF events, virtually or in person.

- Attract and retain a diverse, high-quality staff, with a premium on flexibility, resourcefulness and resiliency to enable EF to successfully adapt in new and creative ways to our new, rapidly-shifting political, economic and social environment in the U.S. and overseas.
- Upgrade our IT infrastructure, including new computers and software, to allow staff to virtually present the best face of EF to stakeholders.
- Maintain strict financial controls and deliver a 2020 audit that will once again meet and exceed the highest accounting standards for non-profits, achieving Charity Navigator's highest rating of a 4-star charity for a seventh consecutive year.