

Business Plan 2022

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.

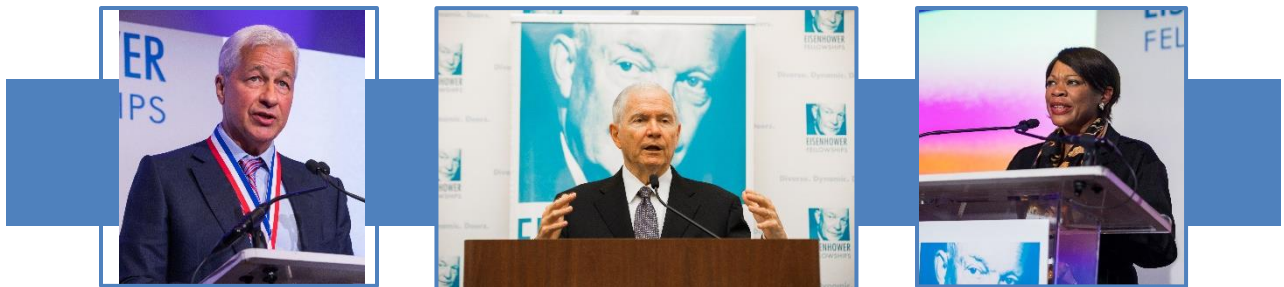


Section 1: Looking Back at 2021

Together again: 2021 Awards Dinner

Gathering in Philadelphia for the first time in more than two years, Eisenhower Fellowships hosted a dazzling Awards Dinner under the stars, capping two days of dynamic events that marked our return to personal engagement after months of forced separation because of the Covid pandemic. EF brought together 229 invited guests from around the world on October 11 and 12, including 94 Eisenhower Fellows and one Global Scholar from 28 countries who overcame complex Covid travel restrictions so they once again could be with their colleagues.

At the Annual Awards Ceremony, EF Chairman Robert Gates, former U.S. secretary of defense, said he was inspired by the innovation, resiliency and creativity that EF has demonstrated in pursuing new programs and outreach to our Fellows despite the pandemic. He presented the Dwight D. Eisenhower Medal for Leadership and Service to Jamie Dimon, chairman and CEO of JPMorgan Chase, and the Distinguished Fellow Award to Anita Brown-Graham, a 2005 USA Fellow and the Director of the ncIMPACT Initiative at the University of North Carolina at Chapel Hill. Celebrated actor Harry Lennix lauded the EF community as "examples of the art of living."



The two-day gathering also featured the Chairman's Seminar, where guests participated in an off-the-record discussion about world events with Secretary Gates, and a Pin Ceremony, where EF welcomed 24 members of the 2021 Global Program into its global network and recognized Fellows from the 2020 Women's Leadership and 2019 USA Programs.

Virtual meetings

For the second consecutive year, Eisenhower Fellowships convened a number of virtual meetings to bring together the EF global family. In May of 2021, EF President George de Lama hosted a panel discussion on the current state of U.S. politics with Vice Chair, Governor Christine Todd Whitman, and former White House Senior Adviser David Axelrod, moderated by Evan Osnos of The New Yorker Magazine. We had nearly 500 registered participants, including 245 Fellows from 59 countries.

In the fall, in conjunction with our Global Program, EF examined fake news and how information is communicated in today's world in a virtual session titled, *Whose Truth? Verifiable Facts in a Virtual World*. The panelists included Robert Blau, executive editor of Bloomberg LP and former co-chair of the Pulitzer Prize Board; Jan Crawford, chief legal correspondent, CBS News; Eugene Robinson, associate editor and columnist, The Washington Post; and Gerald Seib, executive Washington executive editor and Capital Journal columnist of the Wall Street Journal. The session was moderated by Ann Marie Lipinski, curator of the Nieman Foundation for Journalism at Harvard University and former editor of the Chicago Tribune and co-chair of the Pulitzer Prize Board.



As part of our growing outreach to our network, in May EF hosted a powerful family chat via Zoom with our Fellows in India. Fellows shared first-hand accounts of how severely their nation was suffering from the Covid-19 pandemic. One of the Fellows told of how she had set up a makeshift medical clinic inside her home to help her treat her nine close family members stricken by the virus. Fellows from Europe, Southeast Asia, South Asia, Africa, the Caribbean and the U.S. participated, offered help and exchanged ideas on possible solutions. It was a sobering yet inspiring session with these members of our global family.

EF World newsletter



In 2021 EF produced three handsome editions of the newly branded and upgraded organizational newsletter, *EF World*, and distributed them to more than 26,000 email recipients. This content-rich multimedia product integrates EF video with updates on key developments and showcases news and activities about Fellows and Trustees across our global network.

EF's growing outreach for this and other communications resulted in a total of 55,000 opened emails over the course of 2021.

Program Impact Evaluation

In 2021 EF staff focused on upgrading and updating our databases and digital capabilities to strengthen our engagement with our Fellows' network and help us better track, evaluate and promote our programmatic impact. For the first time since the Covid pandemic, using new digital tools developed for EF by McKinsey and Company, we surveyed Fellows who completed their programs over the last five years. Some 250 Fellows responded, more than 67 percent, a strong response rate. SocialSphere, an independent opinion research firm in Cambridge, Massachusetts, compiled their responses, which showed that EF's recent emphasis on Fellows' projects to drive impact has had a positive effect on our programs. In 2022 these impressive self-reported results from our Fellows will be enhanced by a new independent external impact evaluation process that EF is developing with the independent firm Invest America.

Archive Digitization Project

Another important aspect of updating and upgrading our database involves modernizing our treasure trove of photos and other archives in the EF house. In summer of 2021 EF launched an all-staff project to scan and catalog the metadata for thousands of unidentified photos sitting in boxes and binders in the basement of the EF house, as well as countless unmarked digital photos on CDs and on our servers. When completed, the project will help staff more easily search and locate photos of Fellows, Trustees and friends of EF. Ultimately, the long-term objective is to preserve and showcase EF's distinguished history and legacy and use the digitized photos and fellowship records to better engage with our network. For example, when we discovered that Julio Tobar, a 1982 Fellow from Argentina, passed away, we were able to share with his family this photo of Julio and his wife having lunch with our then-Chairman, former President Gerald Ford.



Technology updates and upgrades

In January 2021, EF launched a new website with a fresh look and new accessibility, fully updated and integrated with our other digital platforms. Separately, to help us accommodate and track the rapidly growing number of applicants interested in EF programs, we adopted a new online application portal that we will employ in the recruitment of candidates for all future EF programs. This portal is user-friendly for applicants, streamlines the process for our Nominating Committees around the world and allows EF staff to better communicate with fellowship candidates, including those not selected.



Later in the year EF created a new downloadable software application and distributed it to its global network. The app allows Fellows and Trustees to access the Directory of Fellows from the convenience of their mobile devices without having to go through an internet browser. This enhancement makes it easier for Fellows and board members to connect with other Eisenhower Fellows anywhere they may travel, or without ever leaving home.

Working on a parallel track to modernize our future digital tools, EF formed a technology working group of Trustees Susan Hakkareinen and Shahid Mahmud and prominent Fellows with distinguished science and engineering backgrounds. The working group produced recommendations to management on how EF might best use artificial intelligence and other new technology to advance the next phase of our strategic evolution. These recommendations nourish

the new five-year strategic plan we will submit to the Executive Committee and the Board in the spring of 2022.

Program Contact Outreach

Over the last two years, EF launched an unprecedented all-staff project to reach out to every person in the United States who has hosted a visiting Eisenhower Fellow in the last ten years. After multiple rounds of outreach, we enlisted more than 6,200 new partners who formally committed in writing to host a future international Eisenhower Fellow, in person or virtually. EF programs depend on experts volunteering their time to meet with Eisenhower Fellows. This innovative outreach effort will help us create transformative fellowship programs, widen our networks, deepen our engagement with prominent organizations and nourish our future development efforts as we expand our organizational footprint.

No Fellow Left Behind

In late 2021 EF launched a second unprecedented all-staff effort. This time the objective was to reach out to every living Eisenhower Fellow in the world, the No Fellow Left Behind Project. At this writing, in the first phase we've reached out to more than 1,300 Fellows so far. We expect to complete the project in 2022.

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 programs. In the spring and again in the fall of 2021, we engaged our leading Fellows around the world to seek their thoughts about potential future programs, topics, conferences and events to help shape EF's strategic direction.

Global Scholars Program



Now in its second year, this important new dimension of EF's programs exposes a new generation of younger American leaders to the world beyond U.S. shores and to the EF global network. This unique program sends recent American college graduates to Europe for a year of postgraduate studies leading to a master's degree. In 2021, the first class of four Eisenhower Global Scholars completed their

Master's degrees at the Blavatnik School of Government at the University of Oxford and at the School of Global and Public Affairs at IE University in Madrid. The second class of four Global Scholars are entering the spring semesters of their year of postgraduate studies.

In September 2021, EF gathered for the first time all eight Global Scholars from the first two years of the program for meetings with program sponsors and Eisenhower Fellows. Joining EF President

George de Lama and Carla Ricci, EF’s head of advancement, were three of the major supporters of the program, Trustees Marcelo Etchebarne and Roger Nores and Argentine businessman and former legislator and government minister Jose Luis Manzano.

Global and USA Programs

After having their program postponed three different times, the 2021 Global Fellows completed their fellowship last year. Beginning with a virtual component in May 2021, the Global Fellows completed the second half of their program virtually or in person in September and October. Two-thirds of this cohort of Fellows overcame considerable obstacles to travel to the U.S. for in-person meetings, culminating with a series of EF events in Philadelphia in October. Highlights included a personal tour of the Eisenhower Memorial with EF Trustee Susan Eisenhower, granddaughter of President Dwight Eisenhower, and in-depth visits hosted by leading innovation centers, including Philadelphia’s Penn Innovation Center, the MIT Media Lab and the Cambridge Innovation Center outside Boston.



Most of the envisioned program travel by USA Fellows had to be suspended until 2022, but one



American Agriculture Fellow, Eden Vardy, traveled overseas. Vardy is founder and executive Director of The Farm Collaborative, a 15-acre campus in Aspen, Colorado that supports community farmers, teaches children where food comes from, serves as a public park and demonstrates agricultural techniques that sequester carbon in the soil to reduce the impacts of climate change. Vardy traveled to France where he was welcomed by a number of the French Fellows including one of our oldest living Fellows, 95 year-old Michel Le Gouis. When Vardy visited his farm,

Le Gouis told him that agriculture’s future success relies on the same thing all fields do: our capacity to connect, integrate and deepen our relationships and build common understanding.

Due to global travel restrictions, the rest of the 2021 USA Fellows will aim to complete travel to Europe during the first four months of 2022. The Zhi-Xing China program was postponed in 2021 and are monitoring continued Covid quarantine requirements and other pandemic restrictions to determine when we can resume EF’s longstanding engagement with China.

Section 2: Looking Ahead to 2022

As was the case in 2021, Eisenhower Fellowships continues to carefully track the Covid situation to determine how, when and where we can safely operate and host our programming in 2022. We have prepared a number of scenarios and will make a final determination when we have more information on this fluid situation.

Africa Program

Twenty-five dynamic doers from Ghana, Kenya, Nigeria, Rwanda, South Africa, Tanzania and Zimbabwe working to address the challenges of climate change have been selected for Eisenhower Fellowships' innovative Africa Program that will bring them to the United States for five weeks of intensive meetings with experts in their fields in April, 2022.

The diverse group of 12 women and 13 men in the fields of agriculture, housing, public safety, water quality, finance, food security and environmental protection will meet with experts

across the U.S. to exchange knowledge and refine their individual projects to produce concrete results when they return home, a hallmark of Eisenhower Fellowships programs.



These groundbreaking leaders will apply what they learn as they take on the various dimensions of climate change afflicting the world's second most populous continent, wracked by the increasing frequency of floods, droughts, diminished crop yields and food shortages that have triggered starvation, cross-border migrations, interregional conflicts and political instability.

Global Program

In the fall of 2022, Eisenhower Fellows will resume its flagship Global Program, inviting 25 Fellows from diverse fields across the globe to participate in a hybrid program with virtual and in-person components.

Applications are Open

ELIGIBILITY & SELECTION CRITERIA
Global Program

In fall 2022, Eisenhower Fellowships will assemble a diverse group of visionaries from across the globe and invite them to the United States for a unique five-week program with both in-person and virtual components. Fellows will develop a project, foster professional relationships and launch dynamic, concrete collaborations with their American counterparts, their cohort and the prestigious EF network of over 2500 Fellows from 115 countries.

Fellows are selected based on their track record of leadership, their potential for future impact and their commitment to lifelong engagement with Eisenhower Fellowships to advance our mission of enhancing international understanding through dialogue to build a world more peaceful, prosperous and just.

Typically, Fellows range between 32 and 45 years of age at the time of fellowship and are highly proficient in English. We seek Fellows who have the maturity to take advantage of the unique opportunity and represent Eisenhower Fellowships, as well as draw upon this experience to catapult them forward as impactful leaders for years to come.

Applications are accepted across the globe but preference is given to candidates in countries where EF is active.

Questions? Email us at apply@efworld.org

GET STARTED

JANUARY 19 - MARCH 1
APPLY
Application portal open.

MARCH 1 - JUNE 15
REVIEW AND INTERVIEWS
Application review and interviews of finalists.

MID-JUNE
SELECTIONS
Candidates informed of status.

JULY - AUGUST
PREPARATIONS
A few months before the fellowship begins, Fellows are expected to devote significant time to research, preparation and planning in consultation with the EF program team, followed by several weeks of virtual introductory and orientation sessions.

OCTOBER - NOVEMBER
PROGRAM
Program takes place. Exact dates to be announced.

EF is also exploring other possible programs in 2022, including plans for the Taihe Eisenhower China Master Fellowship Program that would send senior USA Fellows from past years to China for intensive three-week immersion in Chinese culture and society.

Section 3: Goals for 2022

Our primary strategic objective in 2022 is to employ a mixture of traditional face-to-face engagement and new virtual tools that will allow us to navigate the Coronavirus pandemic with creativity and flexibility and maximize the impact of Eisenhower Fellowships.

Over the next year we will work to:

- 1. Identify and select innovative, outstanding Fellows from a diverse pool of candidates and creatively provide them a transformational, hybrid in-person and virtual fellowship experience, leading to a lifetime of engagement with the EF global network.**
- 2. Strengthen EF's global network and deepen engagement with and among our Fellows through personal interaction and the creative use of new digital tools to drive sustainable, measurable impact across professional fields, borders and cultures.**
- 3. Expand the number of ascendant American leaders we send overseas through existing and creative new programs and support increased engagement and collaboration between international and American Fellows and Global Scholars during and after their travel experience.**
- 4. Maximize the impact of EF's programs by using a creative variety of external and internal data-driven evaluations to track and measure results of the projects Fellows execute after they return home, leveraging their efforts through mentorship and engagement within the EF network and with other partners to expand our footprint.**
- 5. Strengthen and diversify our governance, grow our endowment and creatively advance the EF brand as a diverse, dynamic, cutting-edge organization of change agents that engages with committed supporters and prominent partners to create sustained long-term impact.**

Section 4: Action Plan for 2022

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

- Building on our continuous innovation, 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 our signature personal engagement with Eisenhower Fellows to host virtually and in-person the maximum number of Fellows in at least two hybrid international Programs, the Africa and Global Program; the USA Program; and if possible, the Zhi-Xing China and Taihe China Master Fellowship Programs.
- Present and implement a 2022 budget that will meet all revenue and expense targets, building upon the work and new contacts EF made in 2021 to advance the outreach to potential new funders to support a robust international and national fellowship program.
- Secure the funding commitments required to 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.
- Fully implement a new application portal to streamline the recruitment of Fellows and Global Scholars that will be integrated with the EF database.
- Employ at-large nominations and direct applications to Philadelphia to broaden and deepen EF's recruitment of fellowship candidates beyond existing networks so that leaders aspiring to be Fellows increasingly come to us, enriching the diverse pool of talented applicants in a way that nourishes and does not undermine existing country nominating committees.
- Continuously review candidate criteria, weighted by organizational priorities that prize innovation, a record of accomplishment and the ability to convincingly articulate a commitment to engage with the EF network and a concrete plan to produce real impact.
- Strengthen a common understanding within the global network of EF's expectations and key qualities and characteristics desired in fellowship nominees.
- Provide candid and constructive feedback to nominating committees overseas and steering committees in our USA hubs about their fellowship candidates. This includes working with the committee and a candidate before final selection to strengthen their applications and

working with a promising but unsuccessful candidate to help strengthen his or her application for a second submission to a subsequent program.

- Review and refine selection criteria for countries, weighted by organizational priorities that prize the potential to create a positive impact and the ability to collaborate across the network, enabling EF to strategically balance our programs by geographic region and sector and expand our vibrant community of multicultural, globally-minded Fellows whose work transcends national boundaries.
- Increase the use of at-large applications submitted to EF by country Nominating Committees and individual online applications to build interest and engagement in our programs and within our global network.
- Employ the mix of country invitations and at-large recruitment to reward countries that consistently send EF strong candidates committed to active engagement with the network. This also allows other countries that have not been active recently to re-engage with us, while enabling EF to shift its focus from operating in countries not actively committed to advancing the mission of the organization.
- Fully implement new user-friendly application software to promote an open and transparent application process. Provide training and support to local Nominating Committees on the application's features to help standardize the selection process globally. At the EF house use data and metrics to help inform and improve future recruitments and integrate applicant data in the existing EF database to remain connected with previous applicants.
- Prepare and provide compelling hybrid fellowship programs combining a period of virtual engagement with EF staff, program contacts and other Fellows in each cohort before Fellows travel to the U.S. or overseas to commence their in-person meetings and travel experience. Employ innovative technology platforms to foster engagement and provide virtual communities where Fellows can collaborate and share ideas before and during the fellowship experience.
- Forge virtual connections between new Fellows and Fellows in the network in the same professional field before, during and after the in-person program to bolster project development, either as advisors or as additional professional contacts.
- Proactively seek opportunities for Fellows traveling to the U.S. or abroad to travel together when possible, especially, but not limited to, the early days of an international program when Fellows travel along the East Coast as a group and later in their program experience when many travel together to the West Coast and a mid-program retreat in Arizona.
- Develop a third annual program cycle to increase EF's footprint and maximize our impact. Additional special programs, such as the Saudi and the Island of Ireland programs in recent years, will require securing funding commitments beforehand and will be marked by shorter in-person travel periods, offset by extensive virtual engagement before the fellowship period.

- Leverage new technologies, including artificial intelligence, to continually improve how program staff build and implement fellowship programs, help Fellows develop projects and engage with them after they return home and join the EF global network.
- Employing the 2016 Africa Program as a prime example, integrate new Fellows into the larger EF global network by proactively planning follow-up meetings, conferences, events and other activities in the five-year period immediately following each fellowship program.
- Build on the progress achieved in the 2010, 2015 and 2020 Women’s Leadership Programs to further advance EF’s momentum in the field of women’s leadership and ensure it remains a mainstream part of all EF network programs, conferences and events.
- Identify, attract and develop a diverse staff that embraces flexibility, resourcefulness and continuous innovation in adapting nimbly to fast-changing conditions to provide Fellows with a world-class fellowship experience and network engagement second to none.

2) Strengthen EF’s global network and deepen engagement with and among our Fellows through personal interaction and the creative use of new digital tools to drive sustainable, measurable impact across professional fields, borders and cultures.

- Expand and deepen our regular engagement with the global network on timely topics and other matters of interest, through virtual and other means.
- Increase membership and usage of the mobile EF directory software application to enable our global network of Fellows 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.
- Explore the establishment of regional Fellows’ bodies to help coordinate collaboration between country associations and catalyze engagement.
- Review and where needed refine country chapter guidelines and terms of reference establishing clear responsibilities, functions and expectations for each Fellows association or chapter, including suggested term limits for country chapter heads.
- Deepen regular communications with country chapters to increase Fellows engagement through special programs, events and other activities, virtually and in person, to enhance collaboration, innovation and national and regional impact.

- Work with the Global Network Council (GNC) to deepen its coordination and communications with country chapters to help drive EF network initiatives, including new ideas for international and regional conferences, events and programs that align with EF strategic objectives.
- Work with the GNC and EF Country chapters to update our databases, create new virtual communities of interest, facilitate collaboration, optimize organizational communications and promote greater cohesion, understanding and interaction among chapters and between chapters and EF headquarters.
- Strengthen the new initiatives that have seen Eisenhower Fellows overseas and across the United States provide guidance to current Fellows before, during and after their fellowship travels. Support mentorship opportunities for Fellows in the U.S. and abroad.

3) Expand the number of ascendant American leaders we send overseas through existing and creative new programs and support increased engagement and collaboration between international and American Fellows and Global Scholars during and after their travel experience.

- Broaden the reach of the USA program and achieve a significant representation of Fellows and chapters across the country by strengthening and deepening the programming and Fellow selection activities of USA hubs under the guidance of the newly created position of Director of USA Fellowship Programs.
- Building on the establishment of new USA hubs in Chicago, San Francisco, Los Angeles and Miami over the last five years, work to increase fundraising opportunities these hub activities will present across the country from like-minded donors and Eisenhower Fellows.
- Strengthen connections between EF International and USA Programs, proactively seeking opportunities for contact and collaboration between our global and USA Fellows through the organization's structural and programmatic support.
- Employ the growth in USA hubs to further increase EF's strategic footprint, cultivate new programming resources for international Fellows traveling in the United States and elevate the organization's visibility and prominence beyond its current relatively limited audience of American stakeholders.
- Intensify the training of overseas program coordinators to ensure program quality and consistency. Increase international Fellows' participation locally in the programs of visiting USA Fellows.
- Expand the USA Program and the annual number of American Fellows by exploring replication of the structure of the Zhi-Xing China Eisenhower Fellowships, whereby EF sends American leaders as a cohort to China, funded entirely by our Chinese public and

private partners. Other priority destinations for future cohorts of USA Fellows include India, Latin America, the Middle East and Southeast Asia.

- Increase regular communication and collaboration amongst USA hubs to increase Fellows' engagement virtually or in-person through special sessions, workshops and other activities.
- Borrowing from the successes of the 2020 all-virtual Women's Leadership Program and the 2021 hybrid Global Program, provide thought-provoking virtual group sessions and professional development opportunities before American Fellows travel overseas.
- Secure the financial support needed to ensure the long-term viability of the Global Scholars Program and expand the number of post-study opportunities for Scholars to work with Eisenhower Fellows in the United States and abroad, fully integrating the Global Scholars into the broader EF global network.
- Advance 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.
- Launch the inaugural USA Justice Program to identify and develop ascendant leaders working in various fields to combat racial injustice as part of our broader EF Justice Project. Continue to increase the diversity of our USA Fellows and the EF staff to better reflect the changing face of the nation.

4) Maximize the impact of EF's programs by using a creative variety of external and internal data-driven evaluations to track and measure results of the projects Fellows execute after they return home, leveraging their efforts through mentorship and engagement within the EF network and with other partners to expand our footprint.

- Spotlight and publicly promote successful projects and their impact through videos, EF's website, social media, the EF World newsletter and other platforms in order to help drive new professional collaborations.
- Work with Fellows before their fellowship program begins to shape and refine their project that produces demonstrable impact when they return to their societies, proactively seeking opportunities to leverage the global EF network and collaborate with other Fellows.
- Identify opportunities post-fellowship to provide project support. Work with Fellows' country chapters to encourage and support their assistance to new Fellows in their project implementation.
- Map network engagement efforts by countries to determine the level of outreach and intensity of activity in various nations and regions of the world.

- Map Fellows' collaborations and create digital communities of interest among Fellows based on professional expertise to connect these leaders, help shape their projects and strengthen their impact.
- Explicitly discuss with our Fellows before their program the mentorship requirement of all Fellows and follow up after they return home to better support this dimension of their commitment and track the progress of their proteges, the younger leaders they are committed to mentoring. This will help nourish a new generation of leaders, and, in the process, increase EF's public footprint and impact.
- Identify opportunities to advance the work of EF and deepen its impact through strategic partnerships with other prominent public, private and nonprofit organizations to advance our mission and leverage our convening ability for specific events, projects and programs, both virtual and in-person.
- Identify sectors and thematic areas for future virtual and in-person programs, global and regional conferences and events where Eisenhower Fellows are positioned to provide thought leadership and a positive impact on common issues that bring together Fellows from across the world to extend the organization's strategic footprint.
- Develop new quantifying metrics beyond the one-, three- and five-year survey self-reporting tools we've created to independently evaluate fellowship programs. Work with outside consultants to create an external independent evaluation process that will help EF better assess its organizational effectiveness, maximize its programmatic impact and communicate our reach and relevance to external and internal audiences.
- Create new incentives for project impact and increase recognition of Eisenhower Fellows and their work by laying the groundwork for a new annual EF Impact Award in 2023 to recognize outstanding project achievement in generating positive impact. Enlist Trustees, Fellows, management and past Distinguished Fellow Award winners to participate in the annual award selection process.

5) Strengthen and diversify our governance, grow our endowment and creatively advance the EF brand as a diverse, dynamic, cutting-edge organization of change agents that engages with committed supporters and prominent partners to create sustained long-term impact.

- Identify and recruit candidates to join the EF Board of Trustees and its Executive Committee who bring new perspectives and diversity to the governance of the organization and strengthen its positioning as a premier home for dynamic doers and innovators.
- Revive the quiet phase of a capital campaign that identifies and engages major new donors, significant current contributors and other new supporters to substantially increase EF's endowment over the coming years.

- Cultivate prospective major donors on an individual basis, with new initiatives and mechanisms for fundraising engagement with Fellows, including through EF programs and events.
- Advance the creation of an internal culture of giving within EF. Intensify individual outreach to potential major donors overseas within the EF global Fellows' network and enlist leaders of the EF network to help coordinate other fundraising efforts among Fellows within their countries and/or regions.
- Elevate the profile of the organization and of our Fellows through public forums and EF events, virtually and in-person, and expanded use of social media. Advance the work of positioning our inspiring Fellows at the core of the EF brand.
- Emphasize through our public communications EF's essential independent, non-governmental nature, demystifying our programs and operations to make them more readily understandable and accessible to potential Fellows, partners and supporters.
- Strengthen organizational communications and social media outreach, advancing the organization's use of videos, digital newsletters, data visualization and other online tools to dramatize and promote our impact.
- Advance the innovative content creation already in progress for the new EF website and complementary virtual communities for Fellows, ensuring a dynamic, multimedia experience integrating current and future platforms. The goal is to increase engagement within the network and with external audiences.
- Continuously refine and articulate a customized value proposition for potential supporters, targeting different groups of current and potential stakeholders with creative development content. Emphasize the impact of Eisenhower Fellows to engage new donors who will value our work and their association with our programs.
- Upgrade our IT infrastructure, including engaging our new IT vendor to strengthen our firewall protection and other cybersecurity measures in order to safeguard EF's data and allow staff to virtually present the organization's best face to our diverse array of stakeholders.
- Maintain strict financial controls and deliver a 2021 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 ninth consecutive year.