

Business Plan 2023

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 2022

2022 Awards Dinner

Eisenhower Fellowships hosted its 2022 Annual Meeting and related events in Philadelphia in May, a two-day celebration of global leadership. The gathering began with a riveting conversation on May 18 with best-selling author and Pulitzer Prize-winning New York Times columnist Thomas L. Friedman and Eisenhower Fellows gathered from nearly 20 countries at The Liberty View at Independence Visitor Center.



The next evening, EF Chairman, former U.S. Secretary of Defense Robert M. Gates, awarded the Dwight D. Eisenhower Medal for Leadership and Service posthumously to longtime Eisenhower Fellowships Trustee and former U.S. Secretary of State Madeleine Albright for an exceptional life dedicated to public service at the Annual Awards Dinner at the National Constitution Center. Secretary Gates also presented the 2022 Distinguished Fellow Award to two prominent Eisenhower Fellows from India, entrepreneur and philanthropist Rajshree Pathy and international business executive Raman Madhok.

Earlier that day, after the Annual Meeting of the EF Board of Trustees at the Ritz-Carlton Hotel, Secretary Gates engaged in an off-the-record luncheon discussion for Trustees and invited guests on current world events with Jerry Seib, former Executive Washington Editor and Capital Journal columnist of the Wall Street Journal. Later that afternoon Secretary Gates hosted the Chairman's Seminar and Pin Ceremony for our 2022 Africa Fellows, 2021 USA Fellows and 2021 Eisenhower Global Scholars.



See videos and photos of that day [here](#).

Network Events

Eisenhower Fellows gathered digitally and in-person across six continents in 2022 to collaborate, exchange ideas, and drive impact. In January, 30 country chapter heads from EF's global network met virtually to discuss the political, economic and social outlooks for their countries and regions. In February, Fellows from 27 countries joined USA Fellow John Della Volpe (USA 2008) and the Global Scholars for a webinar discussion about Gen Z and John's book *Fight: How Gen Z is Channeling Their Fear & Passion to Save America*. EF also hosted 12 virtual reunions for Fellows

who participated in EF programs from 2000 to 2017, with more than 110 Fellows attending the reunions to reconnect and renew the bonds of fellowship.

Fellows in country chapters across the world gathered for meetings throughout the year. For example, Brazilian Fellows met in August for two days in Belo Horizonte to discuss topics related to opportunities and responsibilities for sustainable growth. The Island of Ireland Fellows convened in person in Dublin in April to discuss post-pandemic recovery and invited the 2022 Global Scholars to join them. Thirteen Eisenhower Fellows attended the UN climate change conference in Sharm-el-Sheikh, Egypt and met with each other to share insights and explore opportunities to collaborate.

EF World newsletter



In 2022 EF produced two handsome editions of the newly branded and upgraded organizational newsletter and distributed them to more than 18,000 email recipients. This content-rich multi-media product integrated EF video with updates on key developments and showcases news and activities about Fellows and Trustees across our global network.

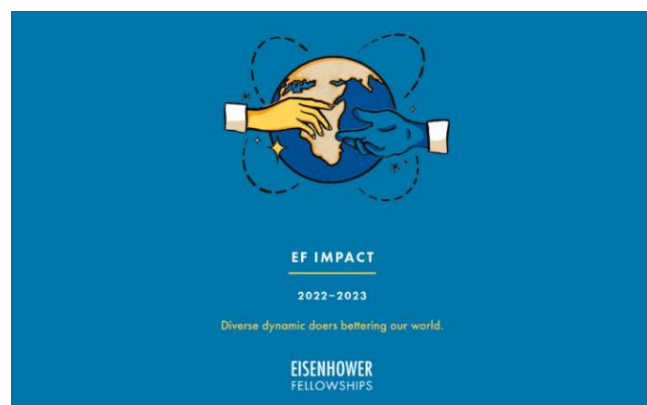
EF's growing outreach for this and other communications resulted in a total of 54,000 opened emails over the course of the year.

Additionally, our social media saw an 86% increase in the number of followers on LinkedIn and conducted two social media campaigns in which more than 100 Fellows actively participated.

Program Impact Evaluation

In 2022 EF underwent an independent external impact evaluation process developed by the Invest America, a New York firm led by Kahlil Byrd, founder and chief executive officer.

Their findings contributed to EF's first data-driven program impact report, [EF Impact 2022-2023](#) that was released last October. The publication marked the 130th anniversary of the birth of our namesake, President Dwight D. Eisenhower, and the new EF Day of Impact celebrated by Eisenhower Fellows around the world each October 14.



EF Impact 2022-2023 drew from two independent external impact evaluations of Eisenhower Fellowships programs over the last four years and extensive internal surveys of all international and USA Fellows from 2016-2021. The resulting data from these surveys was compiled independently by SocialSphere, a leading market research firm in Cambridge, Massachusetts.

The EF Impact report underscores our commitment to engaging diverse, dynamic leaders in direct dialogue to drive positive impact in the world.

Archive Digitization Project

EF advanced its archive digitization project to preserve and make accessible the organization's rich history of photographs and files. More than 7,000 photos from eight decades have been catalogued and digitally archived. We have implemented facial recognition technology to identify more than 1,500 Fellows, Trustees and friends of EF in more than 100 GB of photos and we have started digitizing and cataloguing applications, program itineraries, final reports and historical correspondence for all Fellows.

Technology updates and upgrades

We are making impressive progress in organizing our databases to create communities of interest of Fellows working in the same fields to help facilitate collaborations of impact.

Similarly, we are advancing steadily in our data visualization efforts to help us more effectively promote our Fellows and their projects of impact around the world.

No Fellow Left Behind

EF staff completed the historic No Fellow Left Behind project, an ambitious attempt to reconnect with every living Eisenhower Fellow in the world. More than 1,600 Fellows in 81 countries responded to our outreach. By identifying active Fellows from seven decades and six continents, the project strengthened EF's engagement with its global network and positioned us to help Fellows connect and drive greater impact.

In the process, we confirmed that 510 Fellows, of the more than 2,500 Fellows since the beginning of the program, are deceased. This was up from the estimated 380 at the beginning of the project. Interestingly, some 368 Fellows did not respond to our outreach. Ninety percent of them were Fellows before the year 2000.

Global Scholars Program

Now in its third year, this important new dimension of EF's programs introduces promising American young leaders to the world beyond U.S. shores, immerses them in the EF global network and extends the legacy of President Dwight D. Eisenhower to a new generation of young Americans. This unique program sends recent American college graduates to Europe for a year of postgraduate studies leading to a master's degree.

The 2023 class of Eisenhower Global Scholars brings together a U.S. Navy veteran of a nuclear-powered warship, a medical researcher promoting health equity in sub-Saharan Africa, a San Francisco-based specialist in immigrant integration and a human rights activist working to expand the reach of civil society in Venezuela.



In the fall of 2022 these four, highly accomplished graduates of prestigious American universities began an all-expenses-paid year of intense academic study and cultural immersion at Oxford and IE University pursuing master's degrees in public service and international relations. For more information on the Global Scholars and this program click [here](#).

Africa Regional Program

Twenty-five dynamic doers from Ghana, Kenya, Nigeria, Rwanda, South Africa, Tanzania and Zimbabwe working to address various dimensions of the challenges of climate change across Sub-Saharan Africa traveled across the United States as part of Eisenhower Fellowships' innovative Africa Program in April and May 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 met with experts across the U.S. to exchange knowledge and refine their individual projects to produce concrete results, a hallmark of Eisenhower Fellowships programs.

The cohort visited seven cities together meeting the leaders of the Rockefeller Foundation in Washington, exploring the heights of Salesforce Tower in San Francisco, wading through cranberry bogs with USA Fellows in New England and catching baseballs tossed into the stands at a Boston Red Sox game. Each leg of the fellowship exposed the Fellows to experts in environmental modernizations, climate-related science and sustainability. Standout individual meetings launched subsequent manufacturing partnerships and provided models to scale up adaptation finance. As a result of his EF journey, one Fellow launched a new fund with more than \$100 million for a new green investment initiative.



Global Program

Twenty-three ascendant leaders from 21 countries participated in the prestigious 2022 Global Program, in the United States last fall in pursuit of groundbreaking projects and enlightening exchanges with critical thinkers in their fields.

These exceptional leaders from the worlds of international business, finance, academia, manufacturing, government, music, media, medicine and law travelled across the U.S. from early October to mid-November expanding their professional horizons and forging new collaborations to better their societies.



Drawn from across Asia, Africa, Europe, Latin America and Australia, the 2022 Global Fellows are private and public sector leaders engaged in addressing some of the most pressing issues of our times. They provide health care for the ailing, protect the environment and combat climate change, work to limit the emissions generated by big cities and reduce the carbon footprint of hospitals and apply behavioral genetics in personalized learning for children.

They employ culture and art-immersion therapies to help people struggling with mental health issues. They place women in corporate boardrooms, incubate high-tech startups and look for new ways the private sector can support governments in providing security, welfare and stability. They strive to reduce sectarian violence, serve immigrant communities through music and forge new partnerships to strengthen cross-Atlantic U.S.-European ties.

The 2022 Global Fellows traveled to a minimum of eight cities and participated in an average of fifty meetings, both virtual and in person, toasting with Fellows in every EF US-based hub. The Fellows participated in intimate conversations with Trustees Susan and David Eisenhower, found opportunities for collaboration at the University of Chicago's Institute of Politics and learned how local borders translate to transnational challenges at the University of Southern California. From his fellowship, one Fellow signed partnership agreements with several ports across the West Coast to decarbonize international maritime shipping routes.

USA Program Resumes

After an unprecedented two-year hiatus due to travel restrictions from the Covid-19 pandemic, the USA program that sends American leaders overseas resumed. From the creation of a national community of gardeners to support healthy ecosystems, to addressing the twin challenges of homelessness and public health, the 2020 Eisenhower USA Fellows were able to travel overseas in the spring of 2022, two years after originally scheduled, to meet with their counterparts and engage in face-to-face dialogue with the goal of applying what they learned to better their communities after returning home to the United States.

Justice Program Launches

In September, 11 mid-career U.S. leaders in law enforcement, medicine, bioscience, academia, finance, education and civic engagement traveled abroad for four to five weeks to expand their horizons and sharpen their strategies for combating entrenched racial injustice in their communities and professional fields. The first cohort of EF Justice Fellows included a Boston mental-health professional seeking to improve equal access to treatment for young adults, a Los Angeles community policy advocate interested in alternatives to incarceration, a Chicago police lieutenant looking to explore how overseas police departments respond to use-of-force incidents and the newly named President of the Philadelphia School Board, seeking international perspectives on how to improve public education in urban settings with limited resources.



The 2022 USA Justice Fellows connected in Philadelphia with our 2022 Global Fellows, exposing them to 23 international leaders from 21 different countries, some of which the Justice Fellows later would visit on fellowship. Both groups of Fellows learned to craft their stories, pitch their fellowship objectives and exchange ideas with Trustee Loree Jones, herself an Eisenhower USA Fellows, at the Philabundance Community Kitchen she heads.

Three of the USA Justice Fellows traveled together for two weeks through Ireland and Northern Ireland to explore the composition of its criminal justice system. From witnessing police training to meeting with experts at the Ministry of Justice to visiting restorative justice organizations, all three Fellows learned from each other's areas of expertise and found new opportunities to collaborate. Three other Justice Fellows traveled to Spain and Rwanda together to learn about health accessibility. A surgeon, entrepreneur and administrator, respectively, they found common threads amongst their varying fellowship objectives, especially when comparing innovative care delivery in remote areas abroad to current health care practices in the United States.

Bolstering these programs was overwhelming participation from Fellows in the global network in the host countries visited by the American Fellows. From Accra to Belfast and Amman to Sydney, our Justice Fellows traveled to 16 countries to learn how racial justice in areas such as healthcare, youth development, education, entrepreneurship and criminal justice translates in these varying international contexts. Fellows experienced youth incarceration centers in Ireland, immigration camps in Spain, favelas in Brazil and schools in Mombasa.



Section 2: Looking Ahead to 2023

Global Program

In the spring of 2023, Eisenhower Fellowships will host 25 Fellows from 25 different countries for a six-week in-person program.

Eastern Europe Program



In fall 2023, Eisenhower Fellowships will assemble an accomplished group of 20-25 outstanding leaders from Turkey, Romania, Hungary, the Czech Republic, Slovakia, Poland, Finland, Sweden, Lithuania, Estonia, Latvia and Ukrainian exiles who've settled across the region and invite them to the United States for a unique six-week program. Fellows will develop their leadership skills, foster interdisciplinary professional relationships and launch concrete collaborations of impact to better their societies. With this citizen diplomacy initiative, Eisenhower Fellowships will strengthen EF's vibrant community of leaders across Eastern Europe united by their unique experience as Fellows. Fellows will be exposed to the full power and potential of the EF network as they join the 70th anniversary conference as part of their program in the U.S.

USA Program

EF will send 10 Americans overseas as part of our USA program.

EF World Forum and 70th Anniversary Celebration

Reflecting the ironic reality that in this me-first, uber-nationalistic age, many of the world's most pressing issues are transnational in nature, EF will host a world forum with the theme "*Leaders Confronting Global Challenges: What Works?*" to mark the 70th anniversary of Eisenhower Fellowships founding from October 12-14, 2023 at the Fairmont Hotel in San Francisco.



The global conference will feature the rich multi-disciplinary expertise in EF's global network with panels on a variety of subjects ranging from climate change and the challenge of public health in a time of pandemics to the impact of social media in eroding trust in our democracies.

Fellows and outside experts will examine migration, the future workplace, the future of education, income inequality and the promise, power and perils of technology that cuts across so many dimensions of modern life. The focus of the three-day gathering will be on emerging solutions in various parts of the world that can be applied in other countries and regions.



Highlighting the gathering, EF will host the 70th Anniversary Awards ceremony on Friday, October 13 at the Herbst Theater in the War Memorial Building, site of the signing of the United Nations Charter in 1945, with a reception immediately following in the Green Room upstairs. EF Chairman, former Secretary of Defense Robert M. Gates, plans to join us in San Francisco to present the first EF Impact Award at the ceremony that evening.

On Saturday, October 14, EF will host a closing reception at the Asian Art Museum, an extraordinary venue on the other side of City Hall from the War Memorial Building.



EF Impact Award

Eisenhower Fellowships announced the creation of a [new annual EF Impact Award](#) recognizing a Fellow or group of Fellows for making a positive impact through their fellowship project or a concrete collaboration with other Fellows.

The award highlights work that helps people live better lives by bringing about changes for the better in professional fields or within communities at the local, national or international level. As stated, the inaugural award will be presented in San Francisco in October 2023.



Section 3: Goals for 2023

Our primary strategic objective in 2023 is to employ a mixture of traditional face-to-face engagement and new virtual tools that will allow us to use 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 2023

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.

- 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. Employ innovative technology platforms to foster engagement and provide virtual communities where Fellows can collaborate and share ideas before and during the fellowship experience.
- Host virtually and in-person the maximum number of Fellows in the Global Program, the Eastern Europe Program and the USA 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 of Public Policy at the University of Oxford or a Master Degree in International Relations at IE University in Madrid.
- 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 committees and candidates before final selection to strengthen their applications and working with promising but unsuccessful candidates 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.
- 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 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.

- Execute a world-class substantive global conference to celebrate the 70th anniversary of the organization that is well-attended by Fellows from an expansive number of countries in the EF network.
- Expand and deepen our regular engagement with the EF global network on timely topics and other matters of interest through a series of virtual Fellows' Forums.
- 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. Create tools to help more Fellows and Trustees access the web directory.
- 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 country association or chapter, including suggested term limits for country chapter heads.
- Deepen regular communications with country chapters to increase Fellow 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.

- Support mentorship opportunities for Fellows and Global Scholars in the U.S. and abroad. Strengthen recent initiatives that have seen Eisenhower Fellows overseas and across the United States provide guidance to current Fellows before, during and after their fellowship travels.
 - Incorporate the EF Justice Project into network programs, conferences and events, taking into account differing global perspectives on the meaning, substance and concept of justice.
- 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.
 - 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.
 - 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 creating a new annual EF Impact Award to recognize outstanding project achievement in generating positive impact.

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 Executive Committee and Board of Trustees 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.
- Plan and implement 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.
- Create 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 by increasing the exposure of the Fellows through public forums and EF events, virtually and in-person, and expanded use of social media.
- Advance the work begun with EF staff and Fellows over the last five years to position our inspiring Fellows at the core of our brand in order to raise the organization's profile and broaden its reach.

- Consistently employ language and descriptions of our activities that emphasize EF's essential independent, non-governmental nature, demystify our programs and operations and make them more readily understandable and accessible to potential Fellows, partners and supporters.
- Strengthen organizational communications, content development and social media outreach, advancing further 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. Employ messages reflecting the impact of Eisenhower Fellows and engaging 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 2022 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 tenth consecutive year.

Section 5: Projected Budget and Finance

	2022		2023 Budget
	Budget	Year-End	
Revenue			
Contributions for Operations	3,792	3,050	4,223
Endowment Draw	2,257	3,044	2,232
Total Operating Income	6,048	6,094	6,454
Expenses			
Programs	1,877	2,164	2,532
Personnel	3,086	3,013	3,109
Professional Services	517	440	366
Administration	230	166	191
Building & Maintenance	247	225	179
Special Events, Development, Travel and Other	90	86	78
Total Expenses	6,048	6,094	6,454
Endowment Draw %	4.50%	5.94%	4.21%
3 Year Average	3.52%	4.00%	4.50%
Fellow & Scholars Headcounts			
Global Fellows	25.0	23.0	25.0
Saudi Program	5.0	-	-
Africa/Fall Fellows	25.0	25.0	20.0
USA Fellows	21.0	21.5	10.0
Global Scholars	4.0	4.0	4.0
Total Fellow & Global Scholars Headcount	80.0	73.5	59.0
Staff Headcount *	21.0	21.0	20.5

* Staff headcount: 23.3 FTEs authorized by Executive Committee.

Endowment Return v. Benchmark

