

# Business Plan 2024

## We Believe

Eisenhower Fellowships believes in the simple but profound idea that bringing together leaders in direct dialogue can serve the cause of peace and justice in the world.

Eisenhower Fellowships (EF) identifies, empowers and connects innovative mid-career leaders from all professional fields through a transformative, individualized fellowship experience and lifelong engagement in a global network of more than 1,600 diverse, dynamic doers.

Founded in 1953 as a birthday present to President Eisenhower his first year in the White House, EF has hosted more than 2,600 outstanding leaders from 115 countries since its inception, bringing to the U.S. an average of 45-50 international leaders for individualized fellowships each year and sending overseas some 25 Americans annually.

Fellows come from government, business, civil society, finance, technology, medicine, education, sustainable development, the arts and journalism, among other professions.

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.

All Eisenhower Fellows are required to design and implement a concrete project with a positive, measurable real-world impact and mentor other younger leaders behind them. Eisenhower Fellows make a lifelong commitment to advance the organization's mission: To enhance international understanding through direct dialogue and help create a world more peaceful, prosperous and just.

For a look at who we are, what we do, how we do it, what our impact is and where we're going, [here](#) is a link to our recent data-driven program impact report, [EF Impact 2022-2023](#).



# Section 1: Looking Back at 2023

## 2023 Annual meeting events

Eisenhower Fellowships hosted its 2023 Annual Meeting and related events in Philadelphia in May, a two-day celebration of global leadership.

The gathering began May 16 with a riveting conversation on *Race in America* with author, Pulitzer Prize-winning Washington Post columnist and MSNBC Chief Political Analyst Eugene Robinson and Eisenhower Fellow Dwaun Warmack, President of Claflin University in Orangeburg, S.C. They explored the historical and current state of U.S.



race relations with EF President George de Lama through their unique shared prism of a fateful event in the late 1960s, the Orangeburg Massacre.

The next morning, the Board of Trustees held its Annual Meeting at the Bellevue Hotel. Afterwards EF Chairman, former U.S. Secretary of Defense Robert M. Gates, engaged in an off-the-record luncheon discussion on current world events with Brian Tierney, founder and CEO of Brian Communications and former publisher of the Philadelphia Inquirer and Daily News.



Later that afternoon, Secretary Gates hosted the Chairman's Seminar and Pin Ceremony for EF's 2022 USA Justice Fellows, 2023 Global Fellows and two 2022 Eisenhower Global Scholars. That evening, some 75 Eisenhower Fellows from 30 countries and scores of invited guests gathered for the EF Annual Awards Dinner at the College of Physicians in Center City. Secretary Gates presented the 2023 Distinguished Fellow Award to Irina Anghel-Enescu (Romania 2008) for her dedicated engagement and commitment to Eisenhower Fellowships and her distinguished professional achievements.



## Eisenhower Fellowships at 70: Celebrating a distinguished past, poised for a dynamic future

In October, Eisenhower Fellowships hosted an extraordinary World Forum in San Francisco to celebrate the 70th Anniversary of its founding and lay the groundwork for the exciting next phase of the organization's work around the world.



The forum, *Leaders Confronting Global Challenges: What Works?* brought together 410 Eisenhower Fellows and other thought leaders from 56 countries, with 14 panel discussions, 66 distinguished speakers and three dazzling evening events.

The gathering featured the rich multi-disciplinary expertise of EF's global network with panel discussions on subjects ranging from peace and stability in a turbulent world to climate change and the challenge of public health in a time of pandemics.





Participants attended panels on migration, income inequality, civic participation in a time of polarization, the future of education and the promise, power and perils of AI and other technologies that cut across so many dimensions of modern life. The focus of the three-day conference was on emerging solutions in some parts of the world that can be applied in other countries and regions.

The highlight of the three-day gathering was the 70th Anniversary Awards Ceremony at the historic Herbst Theatre, site of the signing of the United Nations Charter in 1945. Secretary Gates presented the 2023 Dwight Eisenhower Medal for Leadership and Service to [Melinda French Gates](#) for her extraordinary work as global advocate for women and girls.

Secretary Gates also awarded the inaugural James and Carol Hovey Impact Award to 2019 Eisenhower Fellow [Brammah Sulemana](#), Executive Director of the Media Foundation for West Africa, for his groundbreaking investigative journalism of accountability in Ghana.



In a video message to the forum attendees, Trustee Susan Eisenhower remarked that Eisenhower Fellowships is a unique tribute to the values of her grandfather, President Dwight D. Eisenhower.

"It is not a monument set in stone or granite," she said, "but a living, breathing memorial" to Eisenhower's vision of a world where direct dialogue enhances understanding to help advance peace, prosperity and justice.



Trustee Jim Hovey captured the spirit of the gathering in his remarks at the Awards Ceremony, where he recounted Eisenhower Fellowships' continuous evolution for the last seven decades to an organization focused on maximizing the positive impact of its Fellows around the world. "And the best is yet to come," he said.

You can relive the electricity of the forum and see the energy Eisenhower Fellows generate whenever they gather in the after-conference report on the EF website [here](#).

At the Awards Ceremony, attendees watched the premiere of a [special short film](#) EF created about the 70-year history of the organization, narrated by distinguished NPR and PBS broadcaster Ray Suarez, who served as master of ceremonies for the San Francisco forum.

Participating in the 70th Anniversary World Forum were Fellows from four programs severely disrupted by the Covid pandemic. EF brought Fellows from the 2020 Women's Leadership Program, the 2021 USA and Global Programs and the 2020 Zhi-Xing China Program to finally meet each other and immerse themselves in the EF global network.

Also in San Francisco were all 12 Eisenhower Global Scholars from the first three years of this program that sends recent American college graduates to the University of Oxford and IE University in Madrid for a year of postgraduate study leading to a Master's Degree and lifelong immersion in the EF global network.



## Women's Leadership Network Initiative: Igniting Future Women Leaders

In San Francisco, Vice President Erin Hillman announced two exciting new women's leadership initiatives that EF will launch on parallel paths in 2024 to help galvanize the nearly 700 women Eisenhower Fellows in our network to deepen their impact in mentoring young women and girls around the world.

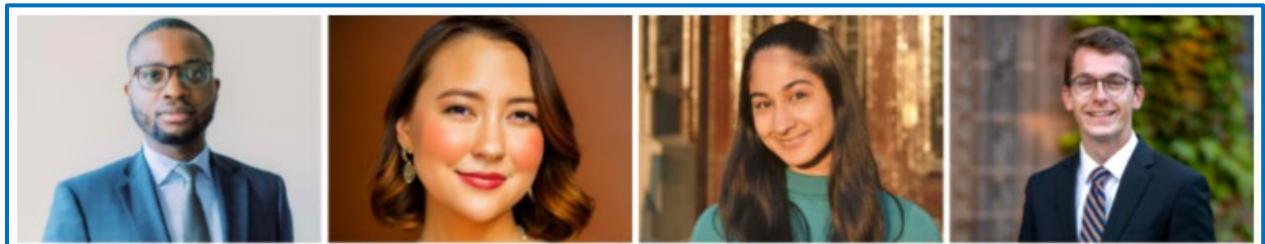


Linked under the umbrella rubric, *Igniting Future Women Leaders*, one initiative is a project to convene young women and girls virtually with Eisenhower Fellows around the world. The other envisions

a series of EF-organized webinars to share skills and life lessons with teenage girls and young women. Click [here](#) for more details.

## Global Scholars Program

Now in its fourth 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 2024 class of Eisenhower Global Scholars brings together a World Bank Program Officer from Washington DC who graduated from CCNY, a Native American graduate of Columbia University preparing low-income Native American students for higher education opportunities, a Princeton University graduate who is a missionary focusing on security issues of the Arctic Circle and a Georgetown graduate who combines a passion for Bollywood fusion dance and a focus on forced migration.

In the fall of 2023 these four, highly accomplished graduates of prestigious American universities began an all-expenses-paid year of intense academic study and cultural immersion at the University of Oxford and IE University pursuing master's degrees in public service and international relations. For more information on the Global Scholars program click [here](#).

## Global Program

Twenty-five ascendant leaders from five continents participated in the prestigious 2023 Global Program last spring, visiting the United States for enlightening exchanges with critical thinkers in their fields. The Spring 2023 Global Fellows came from the worlds of venture capitalism, politics, medicine, banking, environmental protection, law enforcement, public transportation and academia.

During their nearly six weeks of intensive travel across the U.S. in April and May, the Fellows engaged in robust dialogue with more than 1,300 experts in their fields, gaining insights to advance their proposed fellowship projects.



The Fellows' travels included many opportunities to engage, individually and collectively, with distinguished American leaders, among them EF Trustees David Eisenhower, Gov. Christine Todd Whitman and James Hovey. They also met with Los Angeles Deputy Mayor of International Affairs Erin Bromaghim, with Chicago Council on Global Affairs President Ivo Daalder and the council's Emerging Leaders Program participants and participated in a seminar led by USA Fellow Cordell Carter, executive director of the Aspen Institute's Socrates Program. Enlivening the Fellows' rigorous professional itineraries, USA Fellow Adam Grossman, chief marketing officer of the Boston Red Sox, hosted the group for a tour of iconic Fenway Park and a Major League Baseball game, where they cheered the Red Sox on to victory.

The Fellows concluded their travels energized and emboldened to make a significant impact in their home countries and regions through initiatives that included designing reusable food and beverage packaging to reduce waste, creating judicial alternatives to traditional courts, establishing a national digital safety and cybersecurity program, expanding innovative coastal zone clean-up programs, enhancing enforcement mechanisms for rural vaccination programs and building museum spaces to help people struggling with mental health issues.



## Eastern Europe Program

In the fall, Eisenhower Fellowships welcomed 20 exceptional leaders from 11 countries to the U.S. for its groundbreaking 2023 Eastern Europe Program, nearly six weeks of intensive travel across the United States for dialogue with experts in their fields.

The 2023 Eastern Europe Fellows hailed from the worlds of politics, media, human rights law, innovative design, counterterrorism, energy security, European integration, the arts, finance and conflict mediation. The program hosted Fellows from Turkey, Romania, Hungary, Poland, Finland, Slovakia, the Czech Republic and four countries that never had sent to the U.S. an Eisenhower Fellow—Lithuania, Latvia, Moldova and Ukraine.

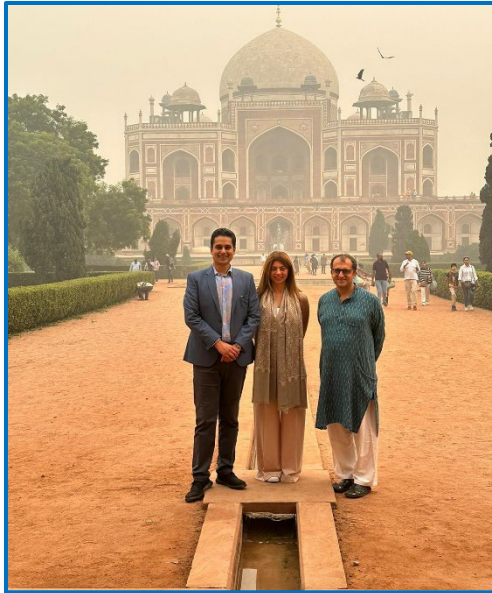


The Fellows fanned across the U.S. in October and November to connect with distinguished American leaders in individual and group sessions. These included private meetings with celebrated author and New York Times Foreign Affairs Columnist Thomas Friedman, EF Trustees Susan and David Eisenhower, counterparts from the Emerging Leaders Program at the Chicago Council on Global Affairs and faculty and students at the Colin L. Powell School for Civic and Global Leadership at the City College of New York.

As part of their fellowship, the Eastern Europe Fellows attended EF's 70<sup>th</sup> Anniversary World Forum in San Francisco, where they networked with new colleagues from around the world and experienced firsthand the energy and spirit of the EF global network. In San Francisco, Bogdan Klich (Poland 1999), leader of the opposition in the Polish Senate and former defense minister of his nation, engaged in a luncheon conversation about the war in Ukraine and other developments in the region with EF Master of Ceremonies Ray Suarez.

The Eastern Europe Fellows are now back in their home countries working to apply what they learned to bolster democratic self-government and advance human rights in their region.





## USA Program

After several years of disruption because of the Covid-19 pandemic, the USA Program resumed in full force in 2023 with American Fellows traveling across the world. Eleven mid-career U.S. leaders, including five USA Justice Fellows and one Agricultural Fellow, traveled to 15 different countries to expand their horizons and connect with Eisenhower Fellows overseas. The USA Fellows lead change in the fields of artificial intelligence, international relations, poverty reduction, agriculture and philanthropy.

In the fall the USA Fellows connected in Philadelphia with 20 Eastern Europe Fellows visiting the U.S. Several of the USA Fellows also attended EF's 70<sup>th</sup> Anniversary World Forum in San Francisco, to

network with new global colleagues, some of whom they later would visit on fellowship.

Some of the USA Fellows traveled together. For two weeks in Germany, two USA Justice Fellows visited refugee sites, training centers, corporate partners and NGOs together to discuss issues around labor force and immigrant communities in transition and need. Two leaders in artificial intelligence overlapped in Mumbai for one week of their fellowship to explore issues of community, trust and digital power in India.

The programs of these American Fellows were strengthened with the generous participation of EF's global network of Fellows in the host countries. From Taipei to Rio de Janeiro and Stockholm to Kuala Lumpur, USA Fellows traveled around the world to learn best practices from agro-industrial organizations, shine a light on forced labor and explore issues of racial justice. Fellows received first-hand insights from organizations for survivors of human trafficking in Malaysia, housing programs in the Netherlands, favelas in Brazil and ranches in Guadalajara.



## Section 2: Looking Ahead to 2024

### Global Program

In the spring of 2024, Eisenhower Fellowships will host 24 Fellows from 24 countries for a nearly six-week program of intensive travel across the United States. For the first time in the organization's history, EF will host a Fellow from Cuba.



### Women's Leadership Program

In the fall of 2024, Eisenhower Fellowships will assemble an accomplished group of 20 dynamic women leaders working to strengthen civic participation and good governance across all professional fields and invite them to the United States for individualized fellowships. The initiative marks EF's fourth women's leadership program since 2010.

### USA Program

In 2024 EF will send 10 American Fellows overseas as part of our USA program.

### Zhi-Xing China Program resumes

Begun in 2015, suspended in 2020 for several years because of the Covid-19 pandemic, the Zhi-Xing Eisenhower China program is scheduled to resume in spring 2024. Eleven American Fellows will travel to Beijing, Shanghai and two to three other cities to explore professional interests and gain exposure to Chinese culture.



## Annual meeting events

On May 15 EF Chairman, former U.S. Secretary of Defense Robert M. Gates, will present the 2024 Dwight D. Eisenhower Medal for Leadership and Service to celebrated American film director Steven Spielberg in honor of his extraordinary contributions to international understanding through the power of his movies and television productions at the National Constitution Center.

At the Annual Awards Dinner Secretary Gates also will present the 2024 Distinguished Fellow Award to two 2013 Eisenhower Fellows from Vietnam. Receiving this honor for their dedication to EF and their many professional accomplishments will be Tin Huu Mai, chairman of the U&I Investment Corporation and a twice-elected former member of the country's National Assembly, and Thao Griffiths, head, public policy for Vietnam, Laos, Cambodia and Myanmar for Meta Platforms Inc,

The previous evening, on May 14, distinguished business leader and philanthropist David Rubenstein, co-founder and co-chairman of the Carlyle Group, will speak to Eisenhower Fellows and guests at the Masonic Temple in Philadelphia.



## The James and Carol Hovey EF Impact Award

This annual 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. The second EF Impact Award, endowed by Trustee Jim Hovey and his wife Carol, will be presented at an Eisenhower Fellowships event in 2024.

A distinguished committee of Fellows, Trustees and EF senior management will judge the project submissions and select the 2024 award recipient.



## Section 3: Goals for 2024

Our primary strategic objective in 2024 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 2024

- 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, combine virtual and in-person meetings and engagement as fundamental dimensions of all 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 four main fellowship programs: Global, Women’s Leadership and USA and resume the Zhi-Xing China Program in June 2024
  - 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.
  - Building on all-staff training on artificial intelligence conducted in December 2023, capitalize on the growing relevance, utility and impact of artificial intelligence tools by integrating them into EF programs and operations.
  - Fully implement the 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.

- 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.
- Employing the 2016 Africa Program as a prime example, when the African Fellows went on to organize a regional conference in Kigali, 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. One planned gathering will be a European regional meeting in Paris in fall 2024.
- 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 by hosting a fourth Women’s Leadership program in the fall of 2024. Bolster this work with two new EF women’s leadership initiatives for young women and girls, Igniting Future Women Leaders.
- Recruit, develop and manage a diverse staff that embraces flexibility, resourcefulness and continuous innovation in a commitment to excellence 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 digital tools to drive sustainable, measurable impact across professional fields, borders and cultures.**

- Build on the momentum of the energy of the global conference celebrating the 70th anniversary of the organization with virtual and regional convenings and network events in 2024.
- Expand and deepen regular engagement with the EF global network on timely topics and other matters of interest through a series of virtual Fellows’ Forums.
- Launch the Igniting Future Women Leaders Initiative to engage and galvanize the network of 700 women leaders in the EF network. Begin implementation of the EF Women’s Webinar Series and Face to Face: EF Women and Girls Convening in Conversation.
- Increase membership and usage of the mobile EF directory software application to enable our global network of Fellows to connect with one another more easily. Identify ways to help more Fellows and Trustees download and use 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.
- 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.

**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 by strengthening and deepening the programming and Fellow selection activities of USA hubs under the guidance of the Director of USA Fellowship Programs.
- Work to increase fundraising opportunities presented by USA hub activities across the country from donors, prospective 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.
- 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.
- Provide stimulating virtual group sessions and professional development opportunities to American Fellows before they travel overseas.

- 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.
- 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.
  - Identify an independent impact evaluation firm to work with EF on developing new quantifying metrics beyond our one-, three- and five-year survey self-reporting tools to facilitate regular, independent, external impact evaluation of our programs.
  - Create incentives for project impact and increase the public recognition of Eisenhower Fellows and their work by promoting the annual Jim and Carol Hovey EF Impact Award in its second year 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.
- Identify and cultivate current and prospective donors to support our annual programs and operations and fund a capital campaign to substantially increase EF's endowment over the coming years.
- Cultivate prospective major donors through new programs and initiatives and mechanisms for fundraising engagement with Fellows, including EF programs and events.
- Seizing on the momentum achieved in 2023, advance an internal culture of giving within the EF global network of Fellows. Intensify individual outreach to potential major donors overseas within the 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.
- 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.
- 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.
- Maintain strict financial controls and deliver a 2023 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

	2023 Budget	2023 Year-End	2024 Budget
<b>Revenue</b>			
Contributions for Operations	4,223	3,442	3,465
Endowment Draw	2,231	2,909	2,415
<b>Total Operating Income</b>	<b>6,454</b>	<b>6,351</b>	<b>5,880</b>
<b>Expenses</b>			
Programs	2,534	2,595	1,913
Personnel	3,109	2,825	3,132
Professional Services	366	359	411
Administration	190	191	165
Building & Maintenance	178	177	161
Special Events, Development, Travel and Other	77	204	98
<b>Total Expenses</b>	<b>6,454</b>	<b>6,351</b>	<b>5,880</b>
Endowment Draw %	<b>4.21%</b>	<b>5.42%</b>	<b>4.50%</b>
3 Year Average Draw %	<b>4.50%</b>	<b>4.91%</b>	<b>5.29%</b>
<b>Fellow &amp; Scholars Headcounts</b>			
Global Fellows	25.0	25.0	22.0
Fall Fellows	20.0	20.0	20.0
USA Fellows	10.0	9.0	21.0
Global Scholars	4.0	4.0	4.0
<b>Total Fellow &amp; Scholars Headcount</b>	<b>59.0</b>	<b>58.0</b>	<b>67.0</b>

# Endowment Return v. Benchmark

