

Eisenhower Fellowships Final Evaluation Report

Submitted to
Eisenhower Fellowships

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Executive Summary

The Eisenhower Fellowships (EF) was created in 1953 in honor of President Dwight D. Eisenhower as a means of promoting international understanding and peace through the exchange of information, ideas, and perspectives among emerging leaders from different countries. EF's Multi-Nation Program (MNP) brings professionals from around the world to the United States to travel, meet with high-level contacts in their fields of interest, and participate in seminars, retreats and discussions with a cohort of international fellows. Two additional programs have been added to EF during the last 50 years—the Single Nation or Single Region Program (SNP/SRP), which brings groups of professionals *from one region* of the world to the U.S., and the USA Program, which sends professionals from the United States abroad. Fellows in all three programs enjoy individualized itineraries of meetings and travel tailored to their interests and goals, and have the option of having their spouse join them for part of the travel experience.

In February 2004, EF hired the OMG Center for Collaborative Learning (OMG) to conduct an evaluation of their programs. OMG's evaluation focused on discerning impacts that the program has had on fellows, and on their institutions and societies as well. It also looked at the activities of the EF staff in facilitating the program. Our evaluation consisted of the following methods:

- A review of EF materials and interviews with EF staff, trustees, and fellows to discern and document how the program functions and its desired outcomes
- In-depth case studies of 15 alumni and key informants to gather rich, detailed examples of program impacts
- A survey of all alumni to collect a breadth of data on program experiences and outcomes

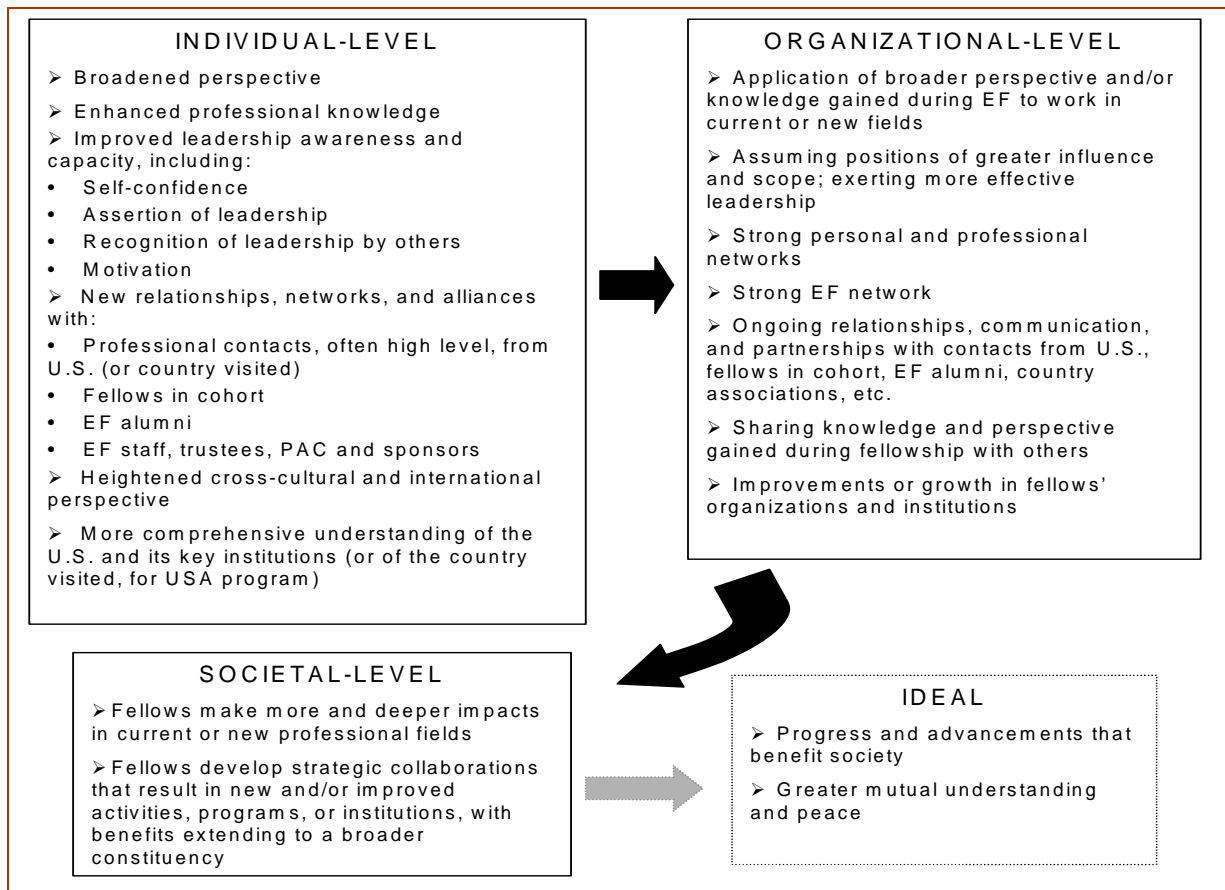
Prior to conducting the case studies and survey work, OMG engaged EF staff and stakeholders in structured discussions to articulate their understanding about how the program works and the connections that are thought to exist between the program's activities (or inputs) and outcomes. This activity was critical because it provided a roadmap showing the types of outcomes that the evaluation would look for. It also challenged EF staff to elaborate and agree on a set of desired outcomes for the program.

The outcomes identified by EF staff, trustees, and fellows are listed on the next page. They are grouped into three categories: individual-level, organizational-level, and societal-level outcomes. Concerning individual-level changes, one would expect that if EF were successful, a fellow would experience changes in his/her personal self. For example, the fellow may develop a better understanding of the U.S. (or country visited) and gain a greater appreciation of American history, government, and culture. In the organizational-level outcomes category, the fellow is sharing and/or applying the learning gained during EF to his/her work, career track, network, and organization; and with friends, family, and colleagues. The societal-level category is for definite, tangible impacts affecting large groups of people, such as new programs, policies, institutions, and systems of operation and management.

Finally, we have included "ideal" outcomes, which EF staff and stakeholders hope the program contributes to. It is beyond the scope of the current evaluation to measure these outcomes or attribute them to EF. However, it is important to articulate the ideals that the program strives for. The arrows on the chart indicate that individual-level changes are likely to develop first and lead to organizational and societal-level outcomes. Staff and stakeholders also recognize that

outcomes develop differently among fellows; therefore, the categories are not meant to correspond with specific time periods or suggest that one category is more important than the rest.

PROGRAM OUTCOMES



Evaluation Findings

Key findings of the evaluation are based on the alumni survey as well as a cross analysis of the case studies. Brief descriptions of each methodology are included as sidebars within this summary. Main findings relate to the outcomes or effects of EF; however, the report also presents alumni feedback concerning specific EF activities, and suggestions for improvement. Since the study is based primarily on feedback from fellows, it should be considered as a mirror reflecting the thoughts and experiences of alumni as opposed to a purely objective or representative lens.

All evaluation findings show that Eisenhower Fellowships is a powerful experience that has positive effects on fellows' personal and professional lives. When asked to rate the program's overall effects on their development, fellows responding to OMG's survey gave the experience a high score of 3.7 on a scale from 0 (an extremely negative experience) to 4 (an extremely positive experience).¹

¹ This (3.7) rating is the average out of all the ratings given by individual survey respondents.

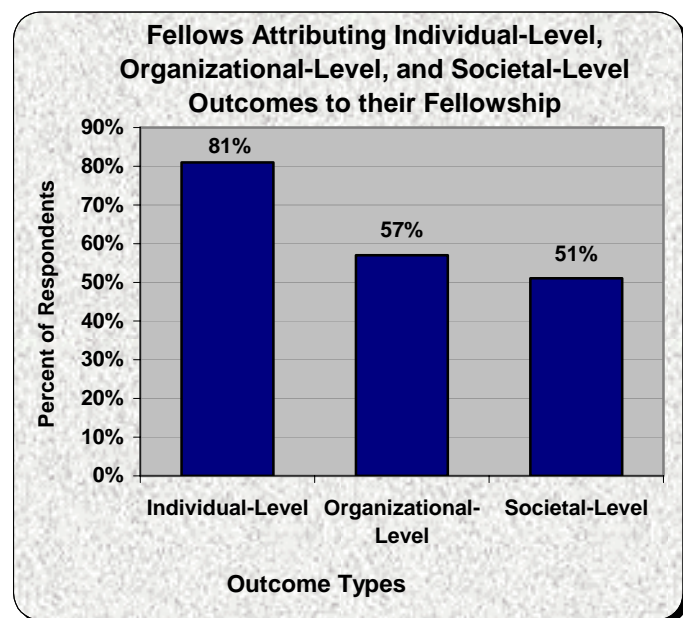
Evaluation Findings: Summary

- Eisenhower Fellowships has strong individual-level effects on participating fellows—including broadened cross-cultural and international perspective, knowledge, goals and leadership skills, as well as understanding of the country visited
- EF has moderate effects on fellows' organizations and societies, including improvements to existing organizations and the creation of new programs, policies, and institutions
- Program impact is stronger among international fellows (MNP and SNP/SRP programs) than for USA fellows, particularly concerning societal-level outcomes
- Alumni are very satisfied with activities during the fellowship, particularly meetings with professionals and discussions among cohort members
- Some but not all alumni are maintaining EF relationships, and most with active EF associations in their country have been involved either currently or in the past
- Alumni desire more post-fellowship activities and networking opportunities *coordinated by EF*; they also suggest that EF increase public relations efforts so the program is better-known

Survey data show that EF contributes strongly to individual-level outcomes for most fellows (see figure below). Eighty-one (81) percent of respondents said that the program had a moderate to strong effect on *all* of the following: their professional knowledge, international perspective, understanding of the U.S. (or country visited), ideas and plans for their work, personal and professional goals, self-confidence, their ideas about leadership, and their perception of themselves as a leader. Among these individual-level effects, alumni felt that the program contributed *most strongly* to their understanding of the country visited, and their international perspective.

Fifty-seven (57) percent of the fellows also reported organizational-level outcomes as a result of their fellowship experience. In particular, these respondents said that EF had led to improvements in their organizations or institutions. Societal-level outcomes were difficult to attribute solely or directly to the program, but about half (51%) of the survey respondents said that EF had led to strategic collaborations resulting in new programs, policies, organizations or institutions. Fellows' descriptions of these outcomes, which are presented in the body of this report, paint an impressive portrait of new programs, policies, and collaborations.

The case studies lend further support to the overall finding that EF contributes very



strongly to individual-level outcomes, and that it contributes moderately to organizational-level and societal-level outcomes. Both the fellows who were interviewed for case studies and their key informants described how EF led to personal and professional changes in fellows' lives.

OMG repeated the analysis in the figure above looking for differences in outcomes among various groups of survey respondents. The most noticeable pattern that we found—and the only one that was statistically significant at the .05 level—was the one corresponding to EF program (MNP, SNP/SRP, or USA). USA fellows reported weaker outcomes as a result of their fellowship than fellows in the international programs. These differences were consistent across individual-level, organizational-level, and societal-level outcomes but were statistically significant only for societal-level outcomes. The USA program is the most recent as well as the smallest EF program in terms of cohort size, and the cohort meets less frequently and less intensively than cohorts in the MNP and SNP/SRP programs. USA fellows generally travel for a shorter period of time, as well. These variations may account for some of the differences in reported outcomes.

While the results were not statistically significant, our analyses also suggest that program outcomes may vary according to the personal characteristics of fellows, particularly their age at the time of the fellowship. Fellows who were older (above age 45) when they participated in EF reported more organizational and societal-level outcomes than younger fellows.

Case Studies

15 case studies

Based on interviews with fellows and up to two key informants (individuals who have known the fellow since before the fellowship)

Feature alumni from various continents, programs, and fields

Full case studies (4 – 6 pages long each) included in a separate report available from EF

Other key findings of the evaluation include:

- Forty-one (41) percent of survey respondents reported changing professions or fields since their fellowship. These changes were not always positive, nor were they necessarily due to the fellowship; therefore this result should be viewed as a descriptor reminding the reader that EF fellows are a population likely to experience high levels of career transition.
- Some but not all fellows are maintaining the relationships they formed during EF. When asked how often they currently have contact with fellows from their cohort, with EF alumni in their country, with professionals they visited while traveling, and with EF staff and stakeholders, less than a third of survey respondents reported frequent contact.
- Alumni were very satisfied with the fellowship activities (for example, orientation, appointments with professionals, and closing seminar). They particularly valued the meetings with professionals, and interactions and discussions with their cohort members. However, USA fellows interviewed for case studies consistently lamented the lack of a cohort experience similar to that in the international programs. Another aspect of the fellowship that alumni valued was the opportunity for their spouses to participate.
- Concerning activities that occur post-fellowship, 92% of respondents *from a country with an active alumni group* said that they were somewhat or very involved with the group.

Many are also involved in EF recruitment and nominations, and in providing hospitality or professional contacts and support to visiting fellows.

- By far the most common topic that fellows discussed when asked how they would improve the program was post-fellowship activities. Some made the general suggestion that EF strengthen the alumni network, including more frequent and more facilitated communication among fellows. Other suggestions dealt with strengthening alumni activities or associations in specific countries or regions, or becoming engaged in specific types of projects together.
- Alumni and selected stakeholders interviewed for this evaluation do not believe that EF is very well-known in their countries. Case studies, survey data, *and* interviews with trustees and stakeholders support this finding. Also, the second most common suggestion that fellows made for program improvement was to increase public relations about the program. They also suggested enlarging EF and establishing regional offices to increase the program's presence in different parts of the world.

Recommendations

Based on the findings of the evaluation, OMG offers the following recommendations for the consideration of EF staff, trustees, and other stakeholders.

- **Strengthen USA program.** Based on differences in reported outcomes among EF programs, staff and stakeholders should explore ways in which the USA program could be made more similar to the international program experience, for example by strengthening the cohort experience. Consideration should also be given to any differences that exist in how fellows are communicated with or organized for alumni activities following the fellowship.
- **Recognize differential program effects and supports needed.** While differences in outcomes according to age and gender were not statistically significant, the patterns that emerged suggest that different types of people have more or less to gain from EF depending on their experiences before the fellowship. In order to maximize the program's impact for all fellows, EF may want to consider a closer examination of how the program affects different groups, particularly women and younger fellows. Focus

Alumni Survey

27 Questions

Conducted online with follow-up by mail for those without email addresses

Sent to 785 alumni via email and 331 via mail

Response rate: 40%

Respondent Characteristics

Program:	
MNP	64%
SNP/SRP	20%
USA	16%

Year of Fellowship:	
Before 1985	27%
1985 – 1994	26%
1995 – 2004	47%

Gender:	
Male	78%
Female	22%

Continent (international alumni only):	
Europe	37%
Asia	26%
South America	16%
Middle East	6%
North America	6%
Africa	6%
Oceania	3%

Average age at fellowship: 41

Spouse participation: 71%

groups would be one means of conducting such an examination and could be carried out at an EF conference or gathering.

- **Continue to build on program strengths.** EF should continue to use cohort meetings and discussions to augment the travel experience for international fellows, and consider ways to *further* highlight or enhance this aspect of the program since fellows find it to be particularly effective. EF should also preserve spousal participation in the program, as this is a unique and valued aspect of the fellowship, and one that is utilized by most fellows.
- **Recognize and support career transitions.** EF alumni are a population likely to experience high levels of career transition following the fellowship, and this should be taken into account in program planning. Staff and stakeholders should normalize career transitions to the extent possible, for example by discussing career change and progression with fellows, including how such changes may affect leadership. The program should also consider whether the impacts that fellows gain from EF are sustainable throughout career transitions. The program should avoid becoming narrowly focused on specific job skills or knowledge, and may similarly want to avoid selecting fellows who are narrowly focused.
- **Strengthen alumni activities.** Fellows' suggestions for program improvement clearly indicate the desire for more alumni activities and networking opportunities; however, they would like these opportunities to be organized and facilitated *for them*. Stronger facilitation of post-fellowship activities may have many benefits—for example, stronger relationships among alumni and between alumni and EF staff and stakeholders. These relationships are in place to some extent currently; however, strengthening them could lead to the development of additional organizational-level and societal-level outcomes.
- **Explore whether and how to raise program visibility.** EF should consider whether enhancing the program's profile and level of visibility is a priority. If it is, explore options for doing so, keeping in mind that since EF is a far-reaching program, this will be a challenging task. The program may want to consider targeted approaches—for example, raising its profile in specific countries.
- **Develop a self-evaluation model to continue to assess program impact.** EF should continue to evaluate its programs using one-year and five-year post-fellowship surveys. Surveying alumni one year after their fellowship and again four years later would allow staff and stakeholders to collect a rich set of data indicating how and when impacts develop following the EF experience. Implementing these surveys would also allow EF to maintain more consistent communication with fellows and collect updated contact information from them.

Introduction

The Eisenhower Fellowships (EF) was created in 1953 in honor of President Dwight D. Eisenhower as a means of promoting international understanding and peace through the exchange of information, ideas, and perspectives among emerging leaders from different countries. Eisenhower Fellowships' flagship program, the Multi-Nation Program (MNP), brings professionals from around the world to the United States to travel, meet with high-level contacts in their fields of interest, and participate in seminars, retreats and discussions with a cohort of international fellows. Two additional programs have been added to EF during the last 50 years—the Single Nation or Single Region Program (SNP/SRP), which brings groups of professionals *from one region* of the world to the U.S., and the USA Program, which sends professionals from the United States abroad. Fellows in all three programs enjoy individualized itineraries of meetings and travel tailored to their interests and goals, and have the option of having their spouse join them for part of the travel experience.

Stated goals of the Eisenhower Fellowships are to:

- Enhance the capacities of leaders who are likely to have increasing impacts on their nation's development, by building individualized programs of professional inquiry and contact development in the United States, or in the case of USA fellows, abroad.
- Provide citizens of the United States with opportunities to understand the aims, achievements, and problems of different countries through meeting proven young leaders of those countries; conversely, provide citizens in other nations the opportunity to meet rising U.S. leaders.
- Create and sustain a unique lifetime network of leaders whose ties to one another and to the United States may foster continued personal growth and understanding and that encourage peace, productivity and progress.

In February 2004, Eisenhower Fellowships hired the OMG Center for Collaborative Learning (OMG) to conduct an evaluation of their programs. This evaluation comes at an important time in the program's history, following the 50th anniversary in 2003 and the appointment of a new EF President in 2004. EF has been operating for a significant number of years and has had the opportunity to create the kinds of impacts that deepen and strengthen over time. This is an opportunity to gather evidence of those impacts and to examine the strengths of the program as well as areas for improvement. By looking at the past, we hope that this assessment will help guide the Eisenhower Fellowships into a strong future.

OMG's evaluation focused on discerning impacts that the program has had on fellows, and on their institutions and societies as well. It also looked at the activities of the EF staff in organizing and facilitating the program. Our evaluation approach consisted of the following methods:

- A review of EF materials and interviews with EF staff, trustees, and fellows leading to the creation of a "pathway map" documenting EF's theory of change.
- In-depth case studies of 15 alumni to gather rich, detailed examples of program impacts.
- An online survey of all living alumni to collect a breadth of data on program experiences and outcomes.

This report presents the findings of all evaluation activities, as well as conclusions and recommendations for EF. We hope that this document provides a useful picture of the program's effectiveness in realizing its stated objectives for trustees, current and potential donors, staff, and

fellows. We also hope that the research will yield useful lessons for the programming staff and those who maintain the Eisenhower Fellowships network on a day-to-day basis.

Organization of this Report

This report is organized into four parts. The first outlines the main elements of the evaluation and explains our methodology. The second presents EF's pathway map and theory of change—or, how staff and stakeholders believe the program functions to create outcomes for fellows, their institutions, and societies. The third presents an analysis of findings based on the case studies and survey data. This analysis describes the types of outcomes and impacts that Eisenhower Fellowships is attaining as well as those that, while desired by EF staff and stakeholders, were less evident in the findings. We also outline fellows' feedback concerning specific components of the EF experience—for example, orientation and mid-program retreat—and we discuss their suggestions for strengthening the program. In the fourth section, we provide summary conclusions and recommendations for moving forward.

The fifteen case studies that OMG completed are written up as vignettes, which are approximately four to six pages long each. Due to their length, we did not include the vignettes in this report, although we did include themes, summaries, and quotes from the case studies. Instead, we created a separate document containing all fifteen vignettes. This document is available from the Eisenhower Fellowships.

1. Evaluation Design and Methodology

For this assessment of EF’s program and impacts, OMG implemented a mixed method evaluation design that includes a combination of quantitative and qualitative research activities and participative sessions with EF staff. This combination of methods was selected in order to allow OMG to collect *in-depth* information about fellows’ EF experiences and outcomes, as well as a *breadth* of data about the experiences of many fellows. The specific components of the evaluation and their methodologies are described below.

Pathway Mapping

OMG engaged EF staff and stakeholders in a process called pathway mapping, which is designed to articulate the logic and understanding about how a program works (also called the program’s theory of change). Pathway mapping documents a program’s activities (or inputs), as well as the types of outcomes or impacts that the program *should* lead to, if it is functioning as intended. The pathway mapping process also captures the logical connections (or pathways) that are believed to exist between the program’s activities and outcomes, and the timeline along which the development of the outcomes should occur. The result of this process is a document called a pathway map, which is similar to a flowchart and shows the connections that are believed to exist between the program’s activities and outcomes.

OMG’s methodology for creating the Eisenhower Fellowships pathway map combined a review of written documents about the program—including the EF website—with a series of group interviews of key Eisenhower staff. We also interviewed Eisenhower Fellowships former President Adrian Basora, observed a seminar session during EF orientation, and conducted telephone interviews with five trustees and three alumni.² Appendix A lists the trustees and fellows who were interviewed for this purpose. Following these activities, OMG drafted a pathway map and reviewed and revised the document together with EF staff.

Case Studies

The case study component of OMG’s evaluation work was designed to capture in-depth snapshots of the experiences of 15 fellows who have participated in EF since 1989. Due to the high degree of variation across Eisenhower Fellowships—for example, EF has three distinct programs, operates on several different continents, and selects a diversity of fellows from different fields, backgrounds and age groups—it was important for the case studies to feature the widest variety of fellows possible in a sample of fifteen. Thus we selected our case study sample using random sampling within particular categories to insure that we would have a mix of fellows from different continents, EF programs, fields, and genders.

The primary characteristics used to select the sample were EF program and fellows’ continent of origin. Using Microsoft Excel, fellows were sorted into EF program and continent categories. OMG randomly selected fifteen fellows in a manner that maximized the variety among the categories. We then examined the balance within the sample along the following characteristics: gender, year of fellowship, professional field, and availability of contact information including an

² At the time of the interview, Adrian Basora was the President of Eisenhower Fellowships. Mr. Basora was replaced as EF President by John Wolf in August 2004.

email address. A few replacements were made to the sample in cases when researchers attempted to contact fellows but were unable to reach them after several tries.

Telephone interviews and a review of fellows' EF itineraries and final reports were the main data sources for the case studies. For each sample member, we attempted to conduct telephone interviews with the fellow and two key informants—usually colleagues or friends who were knowledgeable about the fellow's work and accomplishments from the time before the fellowship to the present. The use of multiple perspectives was intended to increase the strength of the case study design by offering differing points of view concerning each fellow and the impacts of their fellowship experience. However, despite our repeated efforts at contacting key informants, it was not always possible to interview two key informants. Two case studies include interviews with only one key informant, and three include no informants.

The data from interviews was used to craft vignettes describing the fellows' EF experiences and impacts that the program has had on their lives, work, and larger societies. In addition, we cross-analyzed all case studies to examine the frequency of different types of outcomes.

Case study interview guides are included as Appendix B to this report.

Alumni Survey

OMG conducted an online survey of all living EF alumni. This evaluation component was designed to provide a *breadth* of data indicating the types of impacts experienced by many alumni, whereas the case studies give an *in-depth* description of outcomes experienced by a smaller number of participants.

The survey instrument (attached as Appendix C) included 23 close-ended questions and four open-ended questions on key issues including the most significant outcomes of the experience and suggestions for program improvement. EF offered an incentive for fellows to complete the survey—all survey respondents were entered into a random drawing to receive free registration to the next EF conference in Singapore in June 2005. Three prize-winners were drawn once the survey was completed on September 3rd.

The online survey was launched on July 20, 2004 and was fielded for approximately six weeks. Email messages announcing the survey were sent to 938 fellows (although 153 bounced back), and 331 fellows who do not have email addresses were sent hardcopy surveys in the mail.³ The survey was also announced in the EF newsletter, and email reminders were sent to fellows on August 10th, 23rd, and 30th. Three hundred ninety nine (399) fellows responded to *some but not all* of the survey online, 382 fellows *completed* the survey online, and 47 mailed hard-copy surveys to OMG. Altogether, this represents a response rate of 40% and a completion rate of 38%. OMG analyzed the close-ended results using the statistical software package, SPSS. Codes were developed for the open-ended questions and responses were analyzed manually.

³ Therefore, the total number of fellows who received mail regarding the survey is 1116.

Description of Survey Respondents

Of the fellows who responded to the survey, 64% were MNP fellows, 20% were SNP/SRP fellows, and 16% were USA fellows (see Figure 1.1). As seen in Figure 1.2, almost half (47%) of the survey respondents participated in EF during the past nine years, since 1995. Another quarter (26%) participated between 1985 and 1994, and 12% were fellows between 1975 and 1984. Fifteen (15) percent of respondents were fellows before 1975, including some respondents who participated as early as 1955. The average age of respondents when they participated in the program was 41.

Figure 1.1

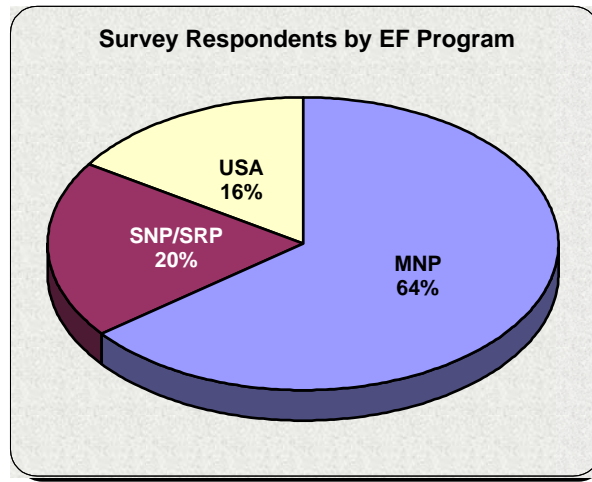
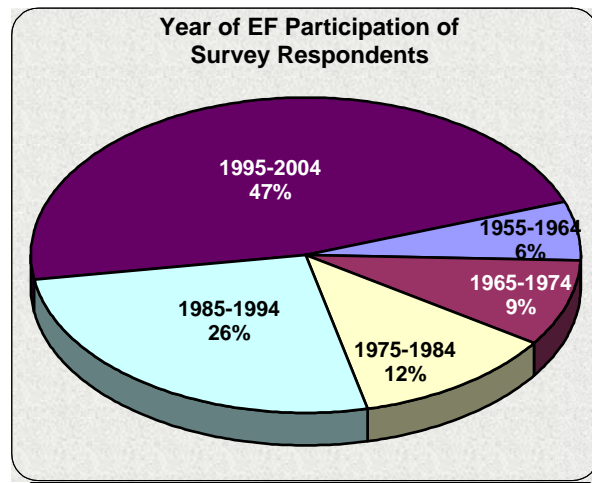


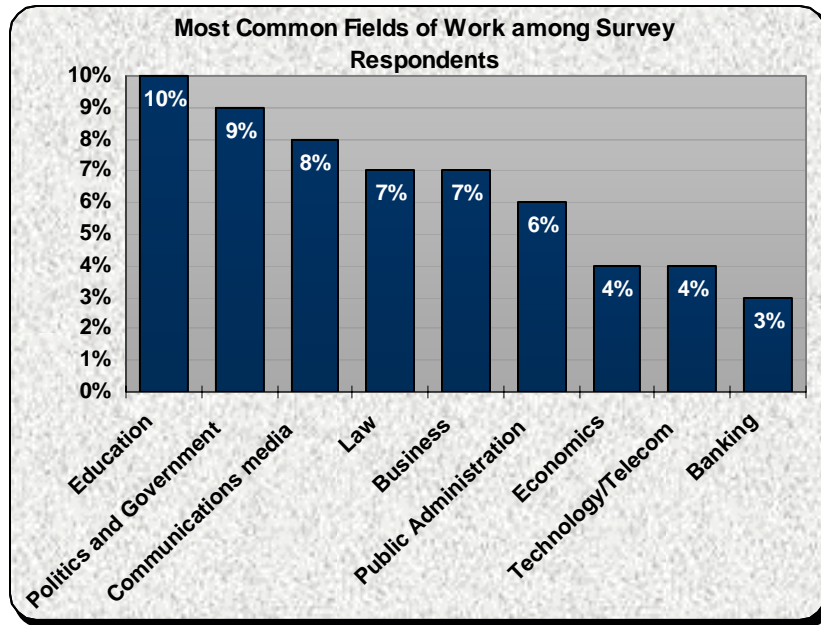
Figure 1.2



Most (78%) survey respondents were male, and most (71%) brought their spouses with them for at least part of the fellowship. In terms of their fields of work (see Figure 1.3), the largest representation was in the educational field (10%), followed by politics and government (9%), communications media (8%), law (7%), and business (7%). It should be noted that fellows were asked to select their field from a list of possibilities, and their career may not have been precisely described by any of the available options. Also, the survey did not ask what *sector* fellows

worked in at the time of their fellowship; therefore, we are unable to report how many fellows work for non-profit organizations, government agencies, or private companies.

Figure 1.3



The fellows from the MNP and SNP/SRP programs represented a variety of countries (see Figure 1.4). Thirty-seven (37) percent were from countries in Europe, 26% were from Asia, 16% were from South America, 6% each were from the Middle East, Africa, and North America, and 3% were from Oceania (Australia and New Zealand). Similarly, the USA fellows were from a range of states (see Figure 1.5). Twenty-three (23) percent were from Pennsylvania, 16% were from North Carolina, 7% were from Massachusetts and New York, and 6% were from California. In terms of race/ethnicity, 86% of USA fellows responding to the survey were white (non-Hispanic).

Figure 1.4

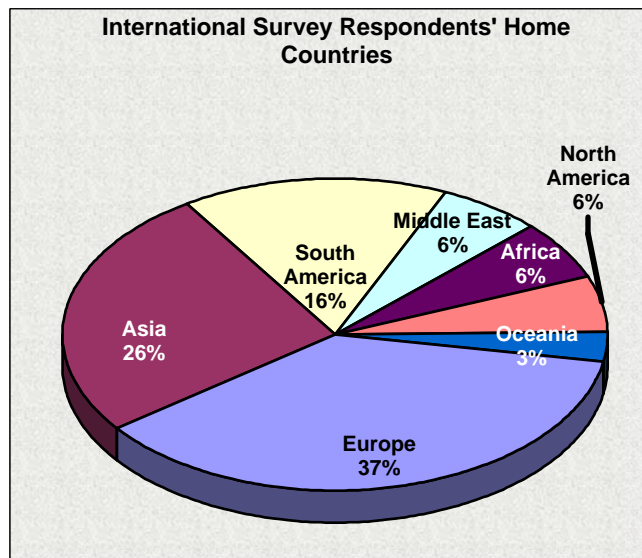
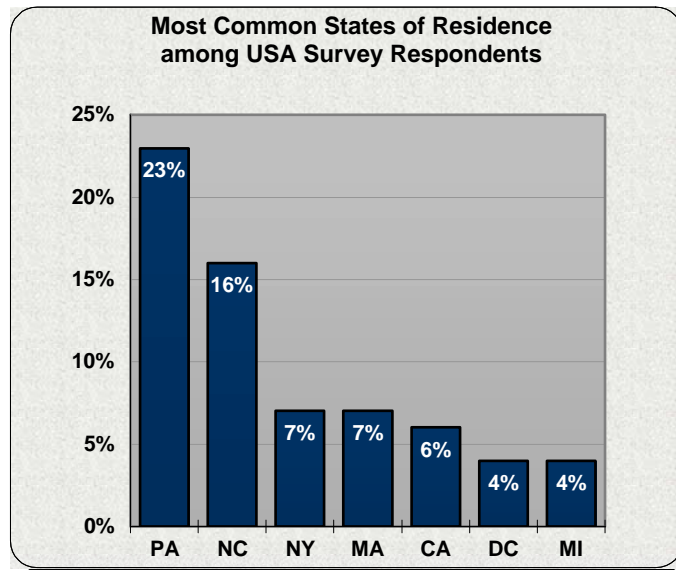


Figure 1.5



2. Eisenhower Fellowships' Pathway Map

The first research activity that OMG conducted for the Eisenhower Fellowships was pathway-mapping. Pathway mapping engages the staff and stakeholders of a program in structured discussions designed to articulate their logic and understanding about how the program works, which is also called the program's theory of change. The result of the process is a document called a pathway map, which represents the theory of change by showing the connections that are believed to exist between the program's activities and outcomes.

One of the challenges in creating a pathway map for EF was the fact that EF consists of three separate programs, which are similar but have distinctive characteristics. However, EF staff indicated that they believe the logic and desired outcomes of the three programs are essentially the same. Therefore, it was decided that OMG would create one pathway map that presented the logic behind all three programs, and would footnote those parts of the pathway map that deal with specific aspects of programs. Another challenge for OMG was the fact that EF was created more than 50 years ago and has changed and grown dramatically since its inception. We focused on capturing the logic and assumptions behind the program as it exists today because we believe that the pathway map will be more useful if it reflects the current programming.

Eisenhower Fellowships' Theory of Change

The Eisenhower Fellowships was created in 1953 in honor of President Dwight D. Eisenhower as a means of promoting international understanding and peace through the exchange of information, ideas, and perspectives among emerging leaders from different countries. There are several key activities, or inputs, which EF staff and stakeholders perform in order to facilitate the program (see page 15). Among these are the strategic selection of countries or regions that will participate in the program, and the nomination and selection of fellows from those areas. EF's strategy is to select tomorrow's leaders—or, individuals who will be highly influential—from areas of the world that are of key importance.

Once selected, the fellows embark on an Eisenhower Fellowship experience of approximately two months of travel according to an individualized itinerary. The itineraries are comprised mainly of appointments with high-level professionals in the fellows' fields of interest, and sometimes include site visits, conferences, or group meetings. EF staff work closely with fellows to plan the itineraries, and trustees and other stakeholders help to arrange appointments with professionals in the fellows' fields and home hospitality with former EFs. For international fellows coming to the U.S., the program also includes seminars with a cohort of fellows from a variety of professional fields and locations.⁴ The cohort participates in sessions such as an orientation to the U.S. and to EF, a mid-program retreat, and a closing seminar with presentations and discussions of each fellow's travel experience and meetings.

⁴ USA fellows have a briefer orientation and their EF experience does not include a strong cohort component.

EISENHOWER FELLOWSHIPS

PROGRAM ACTIVITIES / INPUTS

Nominating and Selecting Fellows

- Selection criteria conveying clear standards
- Diverse in-country nominating committees, including EF alumni, rigorously applying selection criteria
- Final selection by EF staff (Philadelphia) with input of trustees

Program Planning

- Fellows identify their interests
- Fellows and program officers plan individual itineraries with participation from trustees, alumni, professional contacts, etc.

Alumni Resources and Network

- Intra-lke
 - Directory of fellows
 - Discussion forums
- Hosting and meeting with current fellows or alumni fellows visiting country
- Country-wide associations of alumni
- Conferences
- Ongoing communications and stewardship via EF (newsletters, web-news, reports, messages from the president, etc.)
- Hosting and meeting with trustees and PAC members visiting country

Fellowship Experience

- EF Seminars*
 - Orientation to the U.S., EF, and leadership issues
 - Presentation by an EF Trustee or PAC member who is a prominent foreign policy expert
 - Oral presentation and written report
 - Discussions and networking with cohort of fellows from other areas and fields
 - Introduction to the EF network
- Travel and individualized itineraries
 - Appointments with leaders in field and related fields
 - Frequent access to high-level contacts
 - Group meetings
 - Conferences and seminars
 - Site visits
 - Exposure to broader EF network
- Spousal participation
- Discussions and networking with trustees, PAC members, and sponsors

*Duration and content of EF seminars varies between the MNP/SRP and USA programs

The EF network is considered to be a key component of the program. Staff and stakeholders stress that EF is a life-long experience, not one that ends when fellows return home. Ongoing participation in EF may take many forms, including relationships, friendships, and collaborations with other fellows or with professional contacts from the country visited; participation in country-wide EF associations and nominating committees; attendance at EF meetings and conferences; and hosting fellows who are visiting the country. While many of these activities are initiated by fellows, EF facilitates some ongoing communications and stewardship via newsletters, reports, an online directory of fellows, and online discussion forums. Staff also plan and host some meetings—for example, the 50th Anniversary meeting held in Philadelphia in 2003.

The EF theory of change hinges upon the notion that the program identifies individuals from around the world who will be influential in the future, and intensifies or strengthens their potential impact through the fellowship experience and via access to the EF network and relationships.

Key Assumptions

During the pathway mapping process, OMG identified several key assumptions or beliefs that are shared by many EF staff and stakeholders and upon which the program is based. These are not program activities *per se* but are critical to document because they influence the success of the program. These assumptions are:

- **EF selects “the right people” to become fellows**, and the program’s success is closely tied to the selection process. Key assumptions regarding the fellows include:
 - Those selected as fellows have already demonstrated leadership potential as well as significant accomplishments in their professional fields. The EF experience is designed to *strengthen* their potential significantly, but it is likely that fellows would become influential even without the program.
 - Fellows are altruistic and are interested in working towards progress that benefits those around them (the larger society), not only themselves. Thus, what they gain during the fellowships will be applied to the “greater benefit” of society.
- **The learning that occurs during EF is experiential learning and happens mainly through exposure to different people and viewpoints.** There is no Eisenhower curriculum and EF is not intended as a skill-building program. Rather, learning takes the form of broadening fellows’ viewpoints and providing new and useful perspectives and frameworks. This occurs when fellows meet with each other, with professionals in their fields and other fields, and with other contacts in the country visited. With these people, they exchange ideas, experiences, and best practices and may agree to collaborate on future endeavors for mutual benefit. This experience also involves the development of a greater understanding of the host country’s culture and society.
- **Leadership is understood differently across various cultures** and the program does not support one definition of leadership over others. However, it does seek to heighten fellows’ awareness of themselves as leaders and their comfort in assuming leadership roles. Many staff and trustees believe that two key aspects of leadership that the program helps develop are *self-confidence* and *motivation*. They believe that this happens experientially—throughout the fellows’ travel experiences and interviews with high-level professionals. For international fellows, EF conducts a half-day leadership seminar

during orientation, when fellows discuss definitions and characteristics of leadership. This seminar helps frame issues of leadership with the expectation that the fellows—on their own—will continue to reflect on these issues during and after the EF experience.

- ***Access to new and high-level contacts will help propel fellows to a new professional level.*** By arranging appointments between fellows and high-level professionals in another country, and providing a cohort of similarly qualified fellows, the program provides fellows with access to a new and high-caliber network of professional contacts. With effort and maintenance, these relationships may lead to future collaborations, business ventures, programs, and partnerships, as well as to a larger field of influence.

Impacts and Desired Outcomes

The outcomes identified by EF staff, trustees, and fellows during the pathway mapping process are shown on page 18. We have categorized the outcomes into three categories: individual-level, organizational-level, and societal-level. Concerning individual-level changes, one would expect that if EF were successful, a fellow would experience changes in his/her personal self. For example, the fellow may develop a better understanding of the U.S. (or the country visited, for USA fellows) and gain a greater appreciation of American history, government, and culture. Or, the fellow's perspective may be broadened by seeing how his/her professional field operates in a different country. It is hoped that these types of individual-level changes will be a foundation leading to the development of outcomes that go beyond the personal level to affect others.

In the organizational-level category, the fellow is sharing and/or applying the learning gained during EF to his/her work, career track, network, and organization; and with friends, family, and colleagues. For example, during a strategy meeting with colleagues, an international fellow involved in educational issues may give a presentation about best practices or models concerning charter schools and privatization practices in the U.S. based on his/her fellowship experience.

Finally, the societal-level outcomes category is for definite, tangible impacts such as new programs, policies, institutions, systems of operation and management, etc. These outcomes have benefits for people other than the fellow and his/her immediate colleagues, family, and friends. Following the previous example, a societal-level outcome would occur if the town or county's educational department decided to model its new school system on the example shared by the EF fellow during the presentation.

The arrows on page 12 indicate the general belief among EF staff and stakeholders that individual-level changes are most likely to develop first and to lead to organizational-level and societal-level outcomes. However, there is also a recognition that outcomes develop differently among different fellows; therefore, the categories are not meant to correspond with specific time periods or to suggest that one category is more important than the rest. In addition, it is not expected that every fellow will experience *all* of the types of changes denoted. Finally, it is important to point out that since fellows were already promising professionals with demonstrated leadership potential before EF (as discussed previously), some outcomes are not due—or not *entirely* due—to the EF experience. The impact, “fellows make more and deeper impacts in current or new professional fields,” indicates that through the EF experience, it is expected that fellows' contributions and accomplishments in life will be heightened.

EISENHOWER FELLOWSHIPS

PROGRAM OUTCOMES

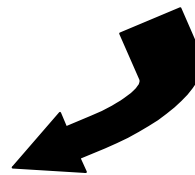
INDIVIDUAL-LEVEL

- Broadened perspective
- Enhanced professional knowledge
- Improved leadership awareness and capacity, including:
 - Self-confidence
 - Assertion of leadership
 - Recognition of leadership by others
 - Motivation
- New relationships, networks, and alliances with:
 - Professional contacts, often high level, from U.S. (or country visited)
 - Fellows in cohort
 - EF alumni
 - EF staff, trustees, PAC and sponsors
- Heightened cross-cultural and international perspective
- More comprehensive understanding of the U.S. and its key institutions (or of the country visited, for USA program)



ORGANIZATIONAL-LEVEL

- Application of broader perspective and/or knowledge gained during EF to work in current or new fields
- Assuming positions of greater influence and scope; exerting more effective leadership
- Strong personal and professional networks
- Strong EF network
- Ongoing relationships, communication, and partnerships with contacts from U.S., fellows in cohort, EF alumni, country associations, etc.
- Sharing knowledge and perspective gained during fellowship with others
- Improvements or growth in fellows' organizations and institutions



SOCIETAL-LEVEL

- Fellows make more and deeper impacts in current or new professional fields
- Fellows develop strategic collaborations that result in new and/or improved activities, programs, or institutions, with benefits extending to a broader constituency



IDEAL

- Progress and advancements that benefit society
- Greater mutual understanding and peace

Finally, we have included on the pathway map some ideal outcomes, which EF staff and stakeholders hope the program contributes to. These ideal outcomes are also reflected in the mission statement of the fellowships. We have placed them in an “ideal” category because it is beyond the scope of the evaluation—of *any* evaluation—to measure them in absolute terms; it would be even more difficult to attribute these types of world outcomes to Eisenhower Fellowships. However, we believe that in depicting EF’s theory of change, it is important to include those ideals that the program hopes to contribute to.

On page 21, we have combined the inputs and outcomes that we have described to create EF’s pathway map. The map presents a framework for how the program’s staff and stakeholders believe that it should function.

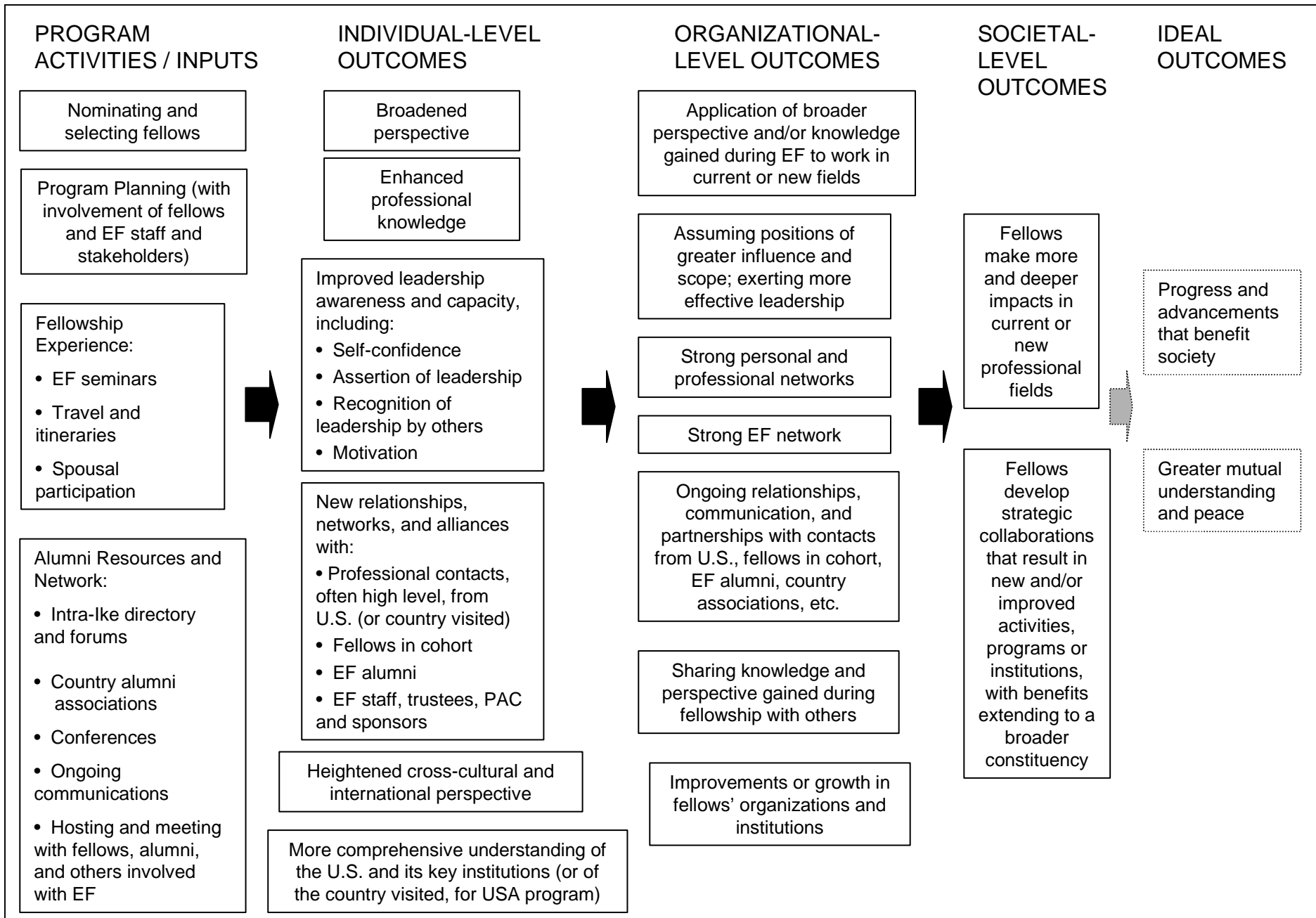
Other Themes from Interviews with Program Stakeholders

In addition to interviewing EF trustees and fellows about program activities, assumptions, and desired impacts, OMG spoke with interviewees about issues including the future of the program, suggestions for improvement, and the value of the EF network. What follows are some key themes that emerged from those interviews.

- ***Interviewees had different priorities and emphases when asked about the main goals and key outcomes of EF.*** For example, some see EF primarily as a leadership development program, while others see it first and foremost as a professional development experience. Some told us that the main goal of the program is to strengthen democratic values and enhance fellows’ understanding of the U.S., its society and culture. Others said that the purpose of EF is to build an international network of leaders to promote friendlier relations among countries at critical points in the future. None of the interviewees’ main goals for EF were contradictory; however, they reflect varying priorities for the program. These differences may affect program planning and decision-making processes. It should be noted that the variance in emphases extended through to the staff and President of EF⁵, as well.
- ***Many interviewees believe that effective learning occurs through experience and by challenging individuals, not via “classroom learning” or explicit academic models.*** One trustee used a fishing metaphor to describe the difference between these two styles of learning. If a fisherman splashes loudly down into a stream and announces he’s there, the fish will disappear; but if he gently casts his line into the water and challenges the fish with his bait, they will slowly rise to the surface. Many interviewees believe that EF should present fellows with challenges and opportunities, and that the fellows will meet these challenges according to the extent of their abilities.
- ***Trustees were uncertain about the strength and level of activity of the EF network.*** They have heard that network activity varies in different countries and they understand that a global network is difficult to maintain. However, they are unsure whether the EF network is effective overall, and if so, to what extent and what end(s). Some interviewees feel that EF should be more proactive at facilitating network activities if this is to be a key aspect of the program. This topic is discussed further throughout the report and in the Conclusions and Recommendations section.

⁵ Adrian Basora was the EF President at the time OMG conducted these interviews.

- ***Concerning the future of EF, trustees' suggestions for program improvement included:***
 - ◊ Increasing EF's visibility
 - Program expansion



3. Findings Related to Program Activities and Outcomes

In this section of the report, we describe the key findings of the evaluation, which are based on the online survey as well as a cross analysis of the 15 case studies. The quotes interspersed throughout the text in **boxes** are from the case studies, while the quotes used within the text in *italics* are from the survey. First, we present findings related to the outcomes or effects of EF. Second, we discuss findings related to specific EF activities. Finally, we describe comments and suggestions that fellows provided for strengthening the program.

Outcomes

The evaluation findings show that Eisenhower Fellowships is a powerful experience that has positive effects on fellows' personal and professional lives. When asked to rate the program's overall effects on their development, fellows responding to OMG's survey gave the experience a very high score of 3.7 on a scale from 0 (an extremely negative experience) to 4 (an extremely positive experience).⁶ The case studies provide further proof that EF is a powerful, and oftentimes transformative, experience. Nearly all fellows profiled in case studies were very positive about EF overall. Even the few that were slightly less positive overall admitted that the fellowship had influenced their thinking and awareness of certain issues.

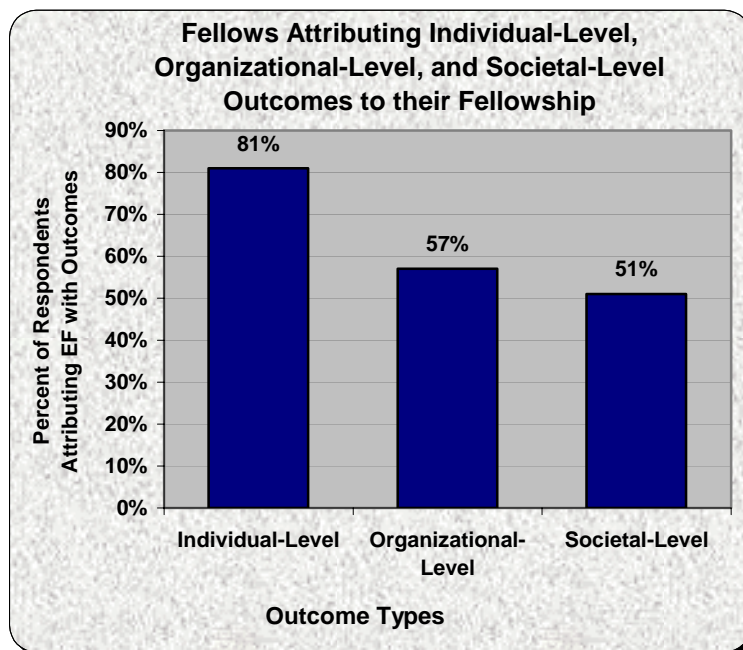
Survey data show that EF contributes strongly to individual-level outcomes for most fellows (see Figure 3.1 on the next page). Specifically, eighty-one (81) percent of respondents said that the program had a moderate to strong effect on *all* of the following: their professional knowledge, international perspective, understanding of the U.S. (or country visited), ideas and plans for their work, personal and professional goals, self-confidence, their ideas about leadership, and their perception of themselves as a leader.

Fifty-seven (57) percent of the fellows also reported organizational-level outcomes as a result of their fellowship experience. In particular, these respondents said that EF had led to changes in their organizations or institutions. Societal-level outcomes were difficult to attribute solely or directly to the program, but about half (51%) of the survey respondents said that EF had led to strategic collaborations resulting in new programs, policies, organizations or institutions.

The case studies lend further support to the overall finding that EF contributes strongly to individual-level outcomes, and that it contributes moderately to organizational-level and societal-level outcomes. Both the fellows who were interviewed for case studies and their key informants described how the experiences and contacts gained during EF led to personal and professional changes.

⁶ This (3.7) rating is the average out of all the ratings given by individual survey respondents.

Figure 3.1

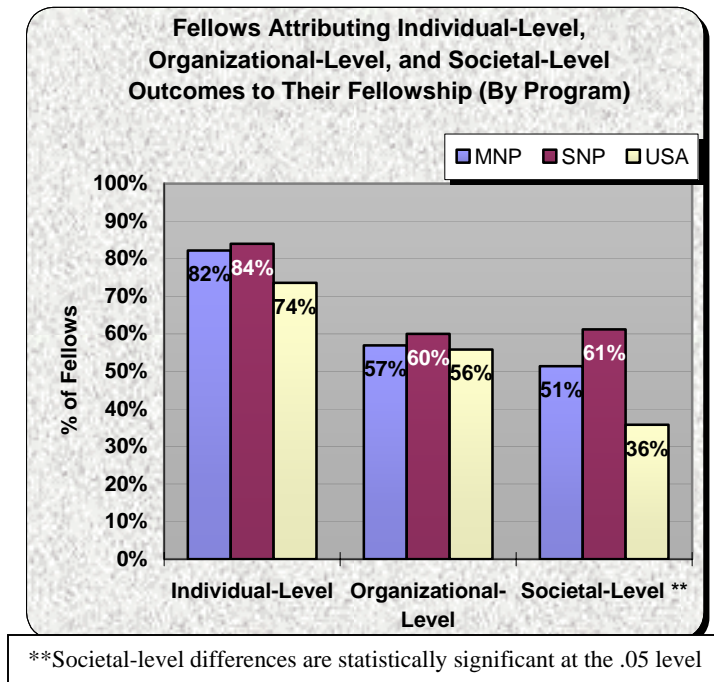


OMG repeated the analysis presented in Figure 3.1 four times, looking for differences in outcomes among various groups of survey respondents. Specifically, we looked for differences in outcomes according to the EF program that fellows participated in (MNP, SNP/SRP, or USA), fellows' age at the time of the fellowship, their year of participation, and gender. While some interesting patterns did emerge from this analysis, there was only one instance in which differences were *statistically significant*. However, in the discussion below, we include all patterns that are consistent or appear to be large, even though we cannot be certain that these differences are not due to chance.

The most noticeable pattern that emerged from these sub-analyses was the one corresponding with EF program (see Figure 3.2 on the next page). USA fellows reported weaker outcomes as a result of their fellowship than fellows in the international programs, and SNP/SRP fellows reported the strongest effects. These differences were consistent across individual-level, organizational-level, and societal-level outcomes, but were statistically significant only for societal-level outcomes.

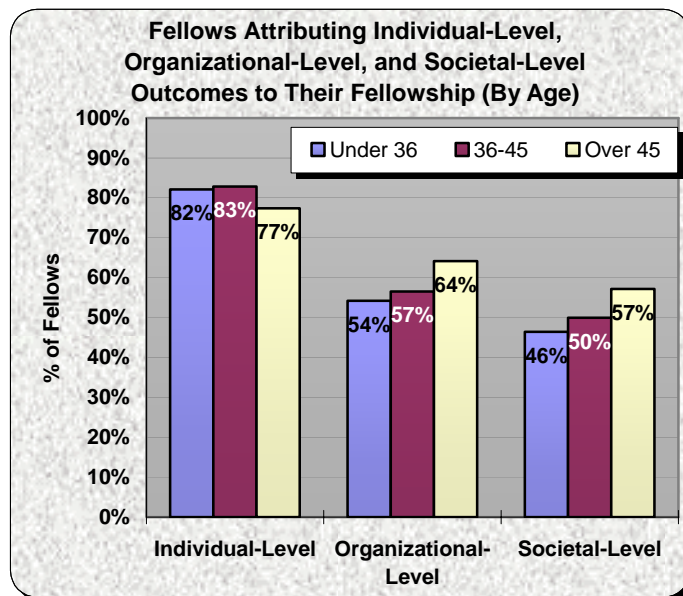
The USA program is unique among the three EF programs—it is the most recent as well as the smallest program in terms of cohort size, and the cohort meets less frequently and less intensively than cohorts in the MNP and SNP/SRP programs. USA fellows generally travel for a shorter period of time as well. The Single Nation/Single Region program is unique in that cohort members are from the same area, may share language and cultural similarities, and may be able to more easily maintain communication with each other following the program. These programmatic differences may account for some of the differences in fellows' ratings of program outcomes. These issues will be discussed further throughout the report.

Figure 3.2



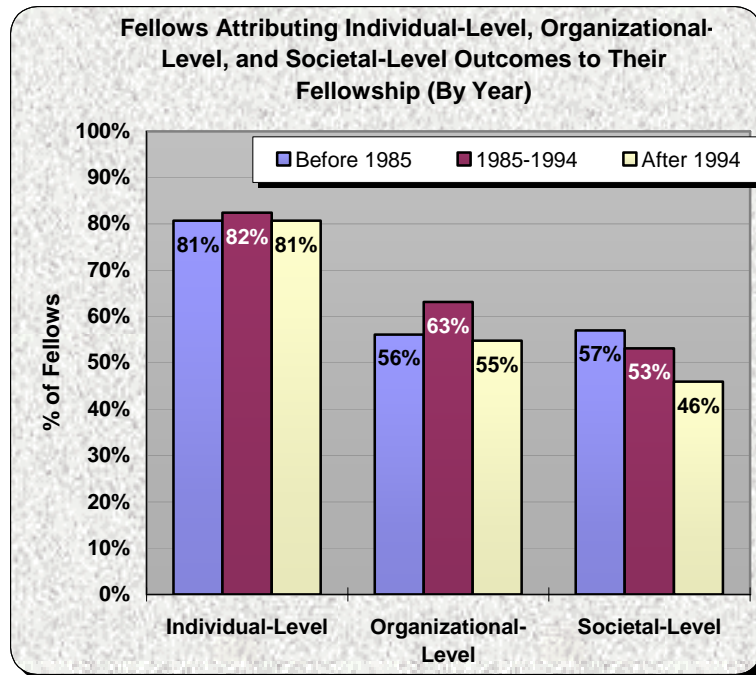
There was also some variation in outcomes according to fellows' age at the time of the fellowship (Figure 3.3). Those who were over 45 during EF reported more organizational-level and societal-level outcomes than younger fellows. However, this pattern is not consistent for individual-level program effects. In fact, older fellows reported the fewest individual-level outcomes, although the difference was not large. The difference in results for individual-level outcomes suggests that older fellows are more mature when they enter the program and therefore have less to gain in terms of personal development.

Figure 3.3



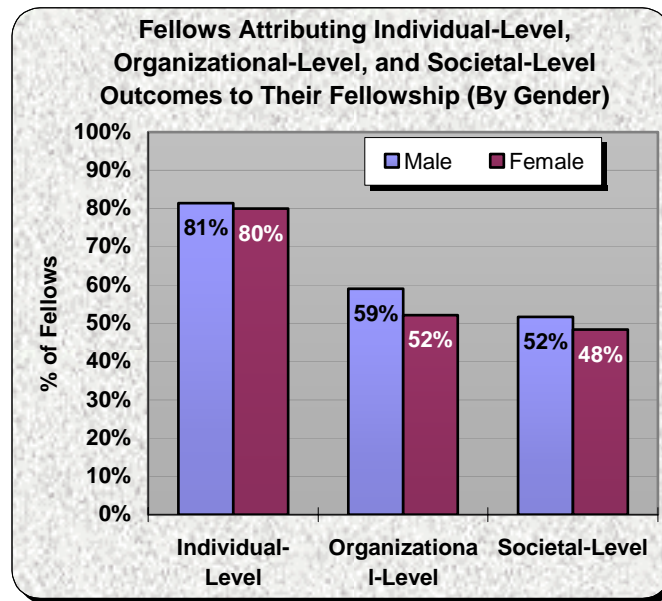
One might expect to find differences in outcomes according to program year, since the fellowship has undergone design changes throughout its history (for example, the length of the fellowship has become dramatically shorter over time). However, fellows from all years reported similar levels of individual outcomes, suggesting that design changes have not affected the program’s success in influencing fellows’ personal development (see Figure 3.4). Societal-level outcomes follow a clearer pattern: fellows that participated before 1985 were more likely to report societal-level outcomes than recent fellows. However, this probably reflects the fact that societal-level impacts require time to develop, and fellows who participated in EF recently have not had adequate time to attain these types of impacts.

Figure 3.4



Finally, the analysis according to gender shows similar levels of individual outcomes for males and females (see Figure 3.5 on the next page). However, males reported slightly more organizational-level and societal-level outcomes than females. Again, these differences are not statistically significant and may be due to chance. However, they may also reflect that fewer females hold positions of power in their organizations, or the heightened challenges for females who attempt to lead and transform organizations, due to societal and cultural prejudices.

Figure 3.5



Throughout the remainder of the Findings section, we discuss all *noticeable* patterns that exist within the data, by survey item. By noticeable patterns, we mean those that appear to be large or consistent, or those that are statistically significant (significant results are noted). For example, if there are noticeable differences in the responses of males and females to a survey question, then those differences are discussed. If we do not mention any differences in relation to a particular item, then no pattern exists.

Individual-level Outcomes

There is very strong evidence that Eisenhower Fellowships contributes to the individual-level outcomes articulated in the EF pathway map (which was discussed in Section 2 of the report). These outcomes are: broadened perspective, enhanced professional knowledge, improved leadership awareness and capacity (including self-confidence and motivation), new relationships and networks, heightened cross-cultural and international perspective, and a more comprehensive understanding of the U.S. and its culture and institutions (or of the country visited, for USA fellows). When asked to describe the most significant effects of EF on their lives and work, fellows' open-ended survey responses indicated that individual-level changes were among the most powerful effects of the program overall (see Table 3.1).

While the evidence for individual-level impacts is strong overall, the data also suggest that EF contributes more strongly to some personal changes than to others (see Figure 3.6).⁷ Survey data and case studies both reflect that EF contributes very strongly to a heightening of fellows' international perspectives and to gaining a better understanding of the U.S. (or country visited). In contrast, there was slightly less evidence of improved leadership awareness and perception of one's self as a leader.

⁷ The survey question on which Figure 3.6 is based did not ask fellows about the formation of new relationships and networks as a result of EF. Networks were included in a different section of the survey and will be discussed separately in this report.

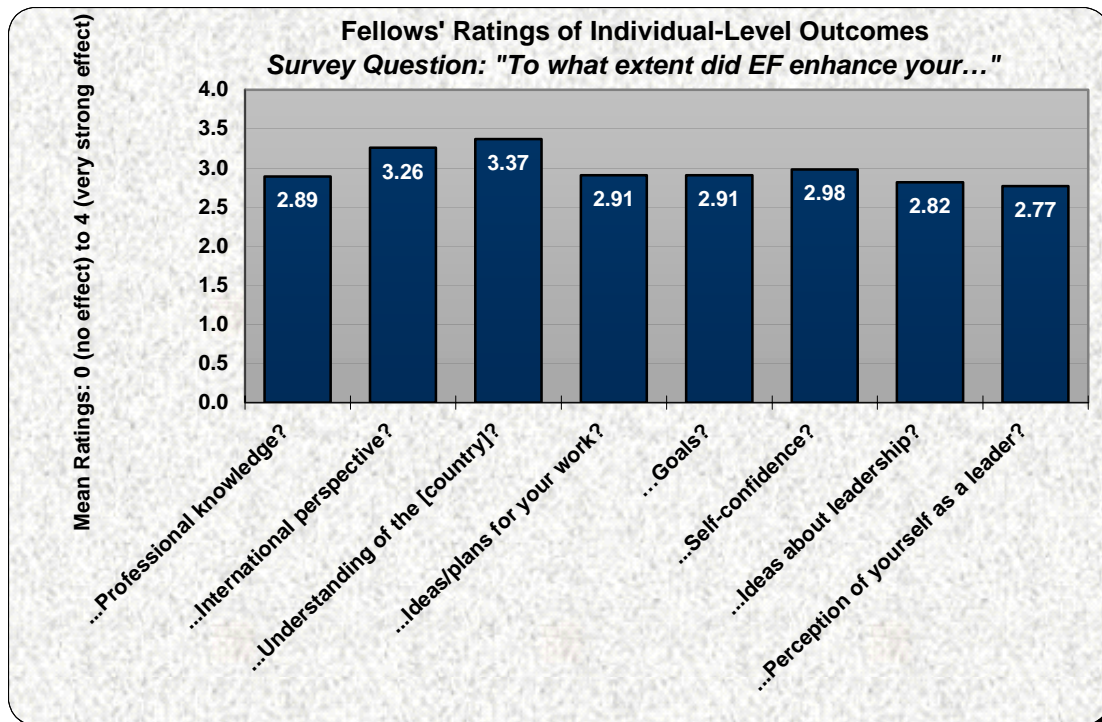
Table 3.1

Survey Item: “Describe the most significant effects your fellowship had on you and/or your career”

<u>Responses were Coded into the Following Categories:</u>	<u>% of Respondents</u>
Provided access to important new relationships, networks	25%
Enhanced or increased my professional knowledge	23%
Improved/increased my cross culture and international perspective	23%
Improved/increased my understanding of the U.S. (or country visited), its culture and institutions	18%
Broadened/widened my perspective	13%
Improved/increased my self-confidence	10%
Made me recognize myself as a leader and/or more willing to assume leadership roles	7%
Provided motivation/inspiration	7%
Led to changes in my organization	7%
Led to a change in scope of my work, or a change in professions or organizations	6%
No effect	6%
(Vague, broad, or ambiguous responses)	6%
Led others to recognize me as a leader/ recognition, prestige	4%
Helped me to identify or clarify my goals, or improved my self-awareness	4%
Other	10%

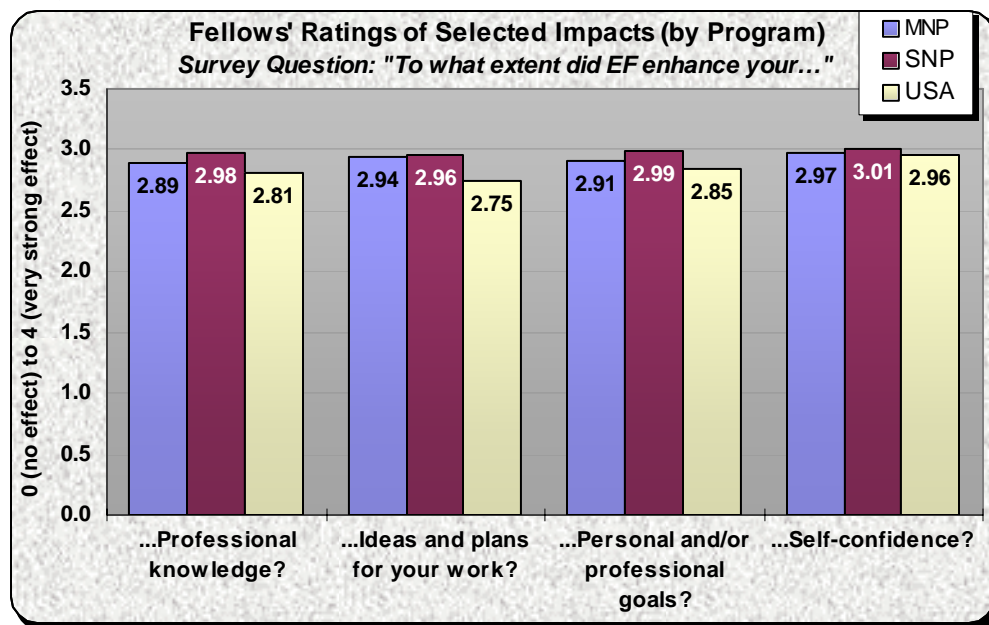
N=408 respondents (some answers corresponded with more than one response category, thus the total of all percentages exceeds 100)

Figure 3.6



Consistent with the pattern described previously (see page 23 and Figure 3.2), USA fellows reported fewer individual-level outcomes than international fellows across most indicators, and SNP/SRP fellows reported the strongest outcomes (see Figure 3.7). There was one notable exception to this pattern, which will be discussed below.

Figure 3.7



To frame the discussion that follows, it is important to note that many individual-level outcomes are closely related to each other, and the effects of EF on specific outcomes are difficult to separate from one another. For example, it is often through a new relationship that broadened perspectives or enhanced professional knowledge is gained. And, in many cases, professional knowledge such as the awareness of a new way to do work *is* a broadening of perspective. Therefore, our discussion of personal outcomes is organized around *clusters* of outcomes as opposed to individual outcomes. In addition, the formation of new relationships and networks is not discussed in this section but is included with organizational-level outcomes. This is because virtually all fellows *form* new relationships, but it is the *maintenance and use* of the relationships and networks that EF is interested in, and this is an organizational-level outcome.

International Perspective and Understanding of the Country Visited

The evaluation findings indicate that EF leads directly to fellows developing heightened international perspectives and an enhanced understanding of the country visited. The key fellowship activity—an extended period of travel and meetings in a foreign country—contributes directly to these goals. For fellows profiled in case studies, EF was an opportunity to gain unique insight into a different culture. In interviews, some of the MNP fellows spoke about their new understanding and appreciation for the American way of life, or as one fellow summarized it, “American pragmatism.” According to another fellow, EF was a first-hand opportunity to “observe and understand the spirit of the American economy and to gain a unique understanding of the free market.” Overall, the international fellows (MNP and SNP/SRP participants) felt that

EF gave them an opportunity to observe and comprehend American culture in a way that would be impossible through books, the Internet, and media. The same observation was made by USA fellows about the country (or countries) that they visited.

In addition to the travel experience, other aspects of EF contribute to increased international and cross-cultural perspective. For example, the MNP participants featured in case studies expressed that their interactions with a global cohort of fellows was a unique aspect of the program that increased their awareness of issues of international concern and opened their eyes to the circumstances of others around the world. They valued speaking in-depth with other fellows on topics of common interest, and these personal conversations not only contributed to their understanding of global opinions, but also inspired them to view their work through an international lens. In addition, the cohort experience in the SNP/SRP program includes a group of professionals from various areas of a country or region. Survey respondents from both the MNP and SNP/SRP programs rated the meetings and discussions with their cohort as a “very valuable” aspect of the fellowship.

“The most relevant thing for me is that I’m totally following the world and what is happening in the United States with different eyeglasses now... it taught me to respect other cultures more and local people.” —MNP fellow

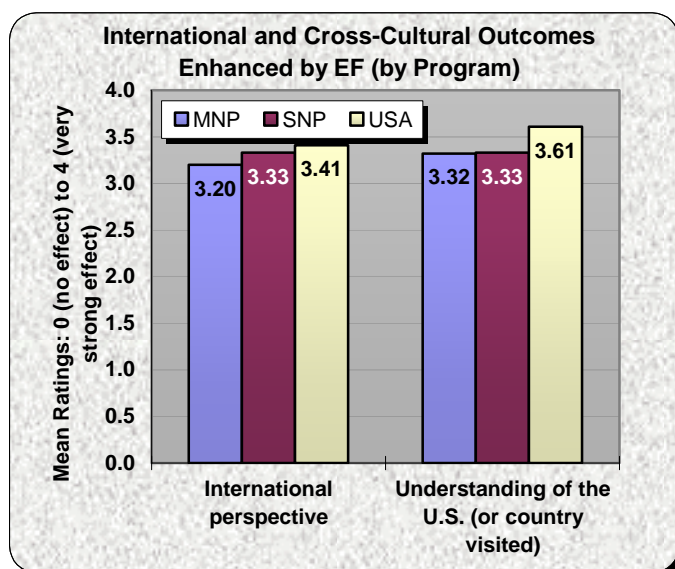
In survey results, USA fellows were *more* likely than international fellows to report that EF had contributed to heightened international perspectives and an increased understanding of the country visited (see Figure 3.8 on the next page). This is notable for two reasons. First, USA fellows rated other outcomes *less* strongly than international fellows, and these outcomes were the only exceptions to that pattern. Second, the international cohort experience that exists in the MNP and SNP/SRP programs, and which was highly valued by those fellows, does not exist in the USA program. It was only recently that EF added any cohort component to the USA fellowship experience, and the cohort is regional as opposed to international. Furthermore, the USA cohort does not meet during the fellowship because USA fellows generally do not travel to the same countries.

“Spending a longer period of time with different people from different countries was a really great experience – it was more than a few hours with someone. The Fellowship gave us the opportunity to interact with such a diverse group.” —MNP fellow

The case studies suggest that USA fellows are experiencing cross-cultural/international learning through an increased understanding of globalization and the role of the United States in the globalizing world. USA fellows interviewed for case studies talked a lot about foreign perceptions of Americans and how their fellowship had contributed to an increased awareness of those perceptions. It is also possible that USA fellows have traveled abroad less often or less intensively than international fellows prior to their EF experience. If this is true, then USA fellows may have more to gain in terms of enhancing their global and cross-cultural perspectives.

“As an American, when you spend an extended period of time out of the country, you get a much better sense of how the world views this country.” —USA fellow

Figure 3.8



**Difference in means between MNP and USA fellows' understanding of the U.S. (or country visited) is statistically significant at the .05 level

Broadened or Enhanced Professional Knowledge

The fellowship experience has a strong impact on fellows' professional lives, including broadening their knowledge and ideas about their field, giving them specific information about how work is done in other countries (including policies, models and strategies), and prompting new ideas and plans for their work.

A majority of fellows profiled in case studies returned home from their fellowships with knowledge of new models, approaches, and specific tools to apply in their work. They collected cutting-edge

information and methodologies, and explored new management styles, approaches to conflict resolution, lobbying and advocacy, and networking. Fellows' responses to the open-ended survey item, "Please describe the most significant effects that your fellowship had on you and/or your career," also shed light onto ways in which EF enhances fellows' professional knowledge:

"At that time [before the fellowship], I only addressed women's issues from the lens of economic development – better jobs and better wages. I [had] never thought about women's political rights." –MNP fellow

Observing a best practice firsthand in another country helped set a new standard for my expectations within my profession.

As a government official in charge of national development...EF has given me the opportunity to understand the economic policy of the U.S. government and the role of cooperatives in a capitalistic environment much better.

Also, because the EF experience provides participants with a broader international perspective, some fellows consequently change their professional and/or personal goals. For example, one survey respondent said:

It provided me with new goals and better vision of the old ones, and with ideas/tools as well as with self-confidence to accomplish them.

Importantly, this fellow credits EF not only with changing his/her goals, but also with providing the tools (knowledge and self-confidence) necessary to achieve the new ones.

Some survey respondents credited EF with giving them inspiration and motivation to carry on in their current work. For example:

I feel that what I have been doing can really contribute to human society and I am confident that I must continue despite some obstacles.

Case studies show that the program also re-energizes many fellows. In many instances, it is apparent that the *experiential* nature of the fellowship helps to maximize fellows' renewal. One fellow featured in a case study reflected that, "The distinction that I would make is that the Fellowship allowed me to create possibilities for success that never existed before." On his fellowship, this alumnus witnessed government reforms functioning better than he'd ever realized was possible, and this allowed him to set his goals at a new level. Even though he'd read about the reforms previously, nothing could compare with experiencing them first-hand on his fellowship. He added, "For a couple of weeks, I was like a kid at a candy store. It was just unbelievable to me that I would actually see in reality what I had been attempting to implement."

Improved Leadership Awareness and Capacity

EF staff believe that critical dimensions of leadership awareness and capacity include self-confidence, critical thinking about leadership, and an awareness of one's self as a leader. Survey data reflect that the fellowship contributes to all three; however, it appears to contribute more strongly to self-confidence than it does to fellows' ideas about leadership or their perceptions of themselves as leaders.

In case studies, increased confidence was characterized by fellows' new approaches to implementing change, willingness to take risks, and the extent to which they challenged others' viewpoints. In some open-ended survey responses, fellows explained that confidence was developed by interacting with a wide variety of people—including experts and leaders—from different cultures.

The fellowship gave me the confidence to interface with persons at all levels, often at short notice.

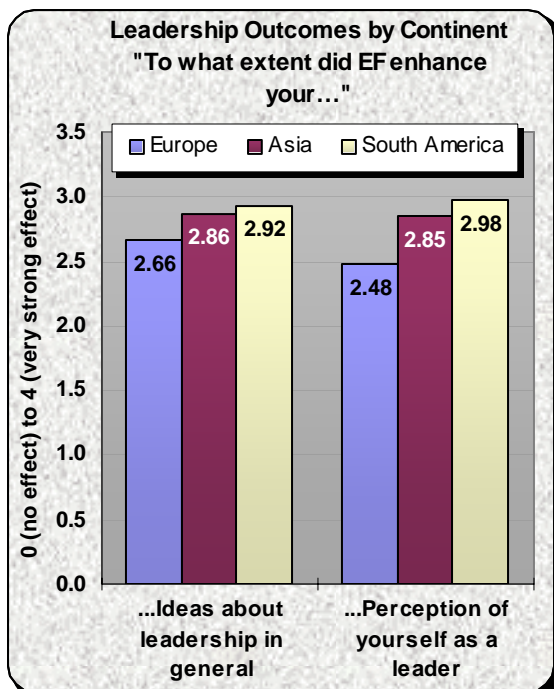
For me this trip was an eye-opener in many respects. I "grew" in many directions. My self-confidence soared and touched new heights. I discovered strengths within my self that I never knew existed. I interacted with intelligent and prospective leaders from different [countries].

The data also provide some examples of fellows recognizing themselves as leaders and being recognized by others, as a result of EF. A fellow interviewed for a case study said, "The fact that

such a prestigious organization wanted to attach their name to mine was a sign that what I was doing was important – it was good to know that the effort was being noticed.”

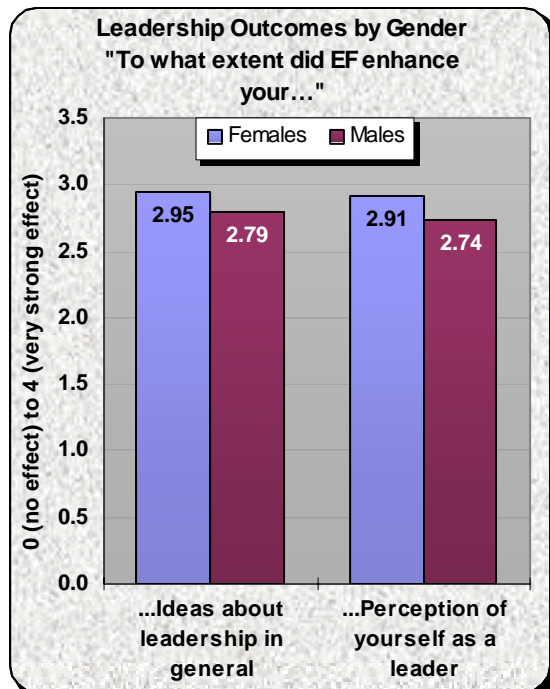
It is clear that fellows have differing views of leadership—often fueled by customs and cultural diversity. Therefore, it is not surprising that fellows from some continents (South America, in particular) rated EF much higher for contributing to their leadership capacity and awareness than fellows from other countries (especially Europe) on the survey (Figure 3.9).^{8 9} Also, while men tended to rate EF higher than women in terms of most fellowship outcomes, leadership development was different; women rated EF higher along leadership dimensions than men did (Figure 3.10). These types of differences may relate to the fact that fellows enter the program with different levels of leadership capacity and therefore have more or less to gain from the experience. In addition, different groups may have had their leadership recognized or praised to different extents in the past.

Figure 3.9



**Difference in means between Europe and Asia and Europe and S. America is significant at the .05 level for fellows' perception of themselves as a leader

Figure 3.10



"The Eisenhower Fellowship certainly added to my self-confidence... I was the youngest [in my department], the only woman in my department, and it was very early in my career track." —MNP fellow

In a case study, one fellow hypothesized that fellows may gain more or less in self-confidence and leadership skills according to their level of professional experience entering the program. She said, "I was one of the oldest fellows, past the difficult part of my career, I was already well established. For younger people the experience may contribute to their self-confidence and risk taking, [but] I had taken all of my risks. For me –

⁸ Fellows from South America tended to rate EF higher in terms of many outcomes than fellows from other continents; however, the difference in scores for leadership outcomes was particularly noticeable.

⁹ Europe, Asia, and South America were the only continents included in the sub-analysis presented in Figure 3.9 because there were not enough survey respondents from other continents.

the Fellowship yielded more assets and tools.” Other case studies lend some evidence to this theory, and while this trend was not evident in survey results according to age, OMG did not collect data that enable us to analyze results according to fellows’ level of establishment in their careers.

Organizational-level Outcomes

On the pathway map, organizational-level outcomes for the EF program relate to fellows *sharing* the knowledge and perspectives gained during the fellowship, and *applying* the learning to their lives and work in order to make improvements. Due to the wide variety of ways in which EF impacts fellows individually, organizational-level outcomes can take many different forms. These may include changes in professions or organizations; promotions or assuming positions of greater influence or leadership; the production of new materials or publications; and other applications of new ideas to work. In addition, maintaining and utilizing the relationships and networks gained via EF is an organizational-level outcome contributing to fellows’ having stronger personal and professional networks.

There is strong evidence that EF contributes to the development of organizational-level outcomes for many fellows. However, the evidence for these types of outcomes is not as powerful as it is for individual-level outcomes. It appears that for some fellows, the individual-level changes that occur as a result of EF do not develop into larger-level changes.

Sharing Knowledge and Perspectives

Many fellows interviewed for case studies stated that they had shared their learning with colleagues and peers upon their return home. Most of this sharing was done in informal settings and conversations, although a few fellows made public presentations and shared their experiences widely through published reports or, in one case, a newsletter issue.

Seven survey respondents mentioned that their fellowship had led directly to the production of new materials or publications.¹⁰ Specific examples include:

Published 3 articles resulting from the exchange.

I expanded my contact in the US and I was able to produce more papers for international conferences.

“When I finished my [EF] program, a lot of people asked me to give a seminar with them... I calculate more than 20 meetings... I was being invited to talk about what I learned in America...from the view of academics, and technologies, and also in industry.” —MNP fellow

“My office gave me formal leave to write about my fellowship experience. That got me started on writing in newspaper columns. I now do this on a regular basis.” —MNP fellow

¹⁰ The survey question did not directly ask fellows about publications or new materials produced as a result of EF, but was framed as an impact question.

Application of Learning to Work

Many of the case studies provide examples of fellows applying their fellowship learning to their work. Some used newly acquired techniques, methodologies, and models, which they replicated to suit their needs or their organization’s needs. As one case study fellow stated, “Sometimes I would say—I got this idea from X—we are going to adapt it and see how it works for us.” For some, it was not the professional knowledge but the broader perspective gained during EF that was applied to work. For example, some of the USA fellows profiled in case studies reported pursuing (or strengthening) an international dimension in their work as a result of the fellowship.

“I came back resolved to make my work more international.” —USA fellow

Not only did fellows try out their new ideas, but in many cases the application of their EF learning resulted in *improvements* in their organizations and institutions. More than half (57%) of survey respondents said that EF led directly to positive changes and/or growth in their organizations.¹¹ Table 3.2 provides more information on the responses to an open-ended survey question asking fellows to describe organizational-level changes.

Table 3.2

Survey Item: How Did the Fellowship Contribute to Improvements in Your Organization or Institution?

<u>Responses were Coded into the Following Categories:</u>	<u>% of Respondents</u>
Change in overall climate of organization, or in leadership/management style	27%
Added or enhanced an international dimension to the work	16%
Introduction of a new direction in work (including new products, services, interest area)	15%
New contacts and partners for collaboration	14%
Introduction of a new model or strategy	14%
Improved operations/effectiveness (financial systems, marketing, accountability)	11%
(Vague, broad, or ambiguous responses)	8%
Other	8%
Started a new business or organization	6%
Expansion/growth of business or organization	6%
New Center or program established within current organization	5%
New policy introduced to organization (or to government, for government employees)	4%
Change in mission	3%
Too soon to know	2%

N=244 respondents (some answers corresponded with more than one response category, thus the total of all percentages exceeds 100)

¹¹ Sixty-three (63) percent of respondents said “Yes” when asked if EF had led directly to any organizational or institutional changes; however, when asked to describe these changes, some described

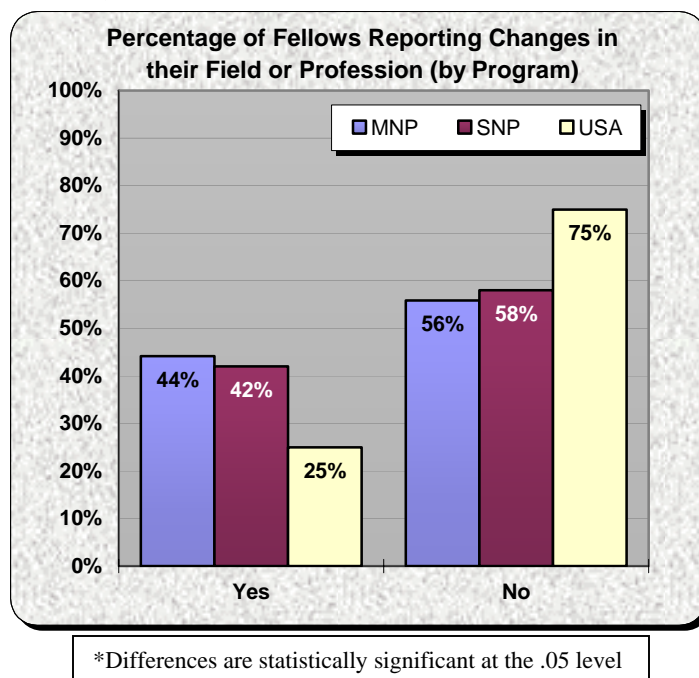
Changing Fields or Careers

Forty-one (41) percent of survey respondents reported having changed professions or fields since their fellowship. While it is easy to understand how the EF experience could contribute to career changes (as a result of broadened perspectives and re-aligned goals), one cannot assume that such changes are always positive. For example, one case study highlights the experience of a fellow who was forced to resign from his position and start another career sometime after he returned from his fellowship. This change was neither a positive experience nor a direct result of the fellowship. For this reason, we believe that the number of fellows changing fields should be viewed more as a descriptor than as an outcome. As a descriptor, it tells us that almost half of EF fellows are likely to change fields or careers sometime after their fellowship. This may be important for program planning purposes—for example, the program may want to consider whether the type of knowledge gained during the fellowship is broad enough to be useful across numerous fields, or if it is the type of knowledge that will be lost if fellows change careers.

We asked the fellows who reported having changed careers to rate the extent to which their fellowship had contributed to the change (on a scale from 0=did not contribute, to 4=contributed directly). On average, they said that their EF experience contributed moderately (a score of 2).

MNP and SNP/SRP fellows were much more likely than USA fellows to report a career change since EF (see Figure 3.11). Also, fewer fellows from Asia reported changing careers (28% for Asian fellows as opposed to 41% for all fellows).

Figure 3.11



changes that were actually individual level changes - such as increased self-confidence or knowledge. These were subtracted from the percentage claiming organizational level outcomes.

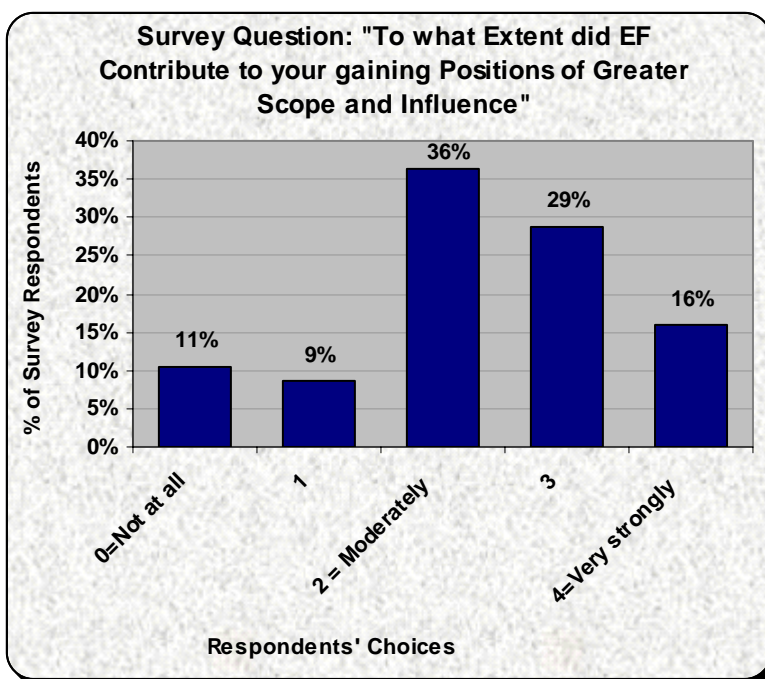
Assuming Positions of Greater Scope or Influence

In contrast to career changes, fellows assuming positions of greater influence and scope *can* be seen as a positive outcome of EF. Assuming positions of greater scope could mean promotions or gaining greater leadership responsibilities or more direct input to policy and decision-making. This could occur within fellows' current organizations or via new positions within different organizations. It could also occur via appointment to a decision-making body, nomination to a committee, or election to public office.

"I think one of the reasons he took the [new] job...was to hone his leadership skills, because here he was more of an administrator... He is allowed to be a leader over there." —Key informant

It is difficult to determine the extent to which gaining positions of greater scope is affected by the fellowship experience or whether such gains are due mainly to natural career growth and progression. Survey respondents were asked to what extent EF had contributed directly to their assuming positions of greater scope or influence. On average, they said that EF had a "moderate" contribution (an average rating of 2 on a scale from 0=did not contribute, to 4=very strong contribution), meaning that the fellowship was a factor—but only one of several (see Figure 3.12). However, 45% of respondents said that EF contributed *strongly* or *very strongly* to their gaining positions of greater scope or influence. Similarly, most fellows interviewed for case studies believed that their career advancement was due partly to the newfound knowledge and skills gained during EF, or to increased confidence and leadership skills resulting from the fellowship. In one case study in particular, the EF experience contributed so much to the legitimacy of a fellow as a leader that his colleagues perceived him as an expert in American telecommunications. This perception led to multiple promotions culminating in a new position in the United States.

Figure 3.12



Relationships and Networks

While all fellows come into contact with a variety of new individuals during the fellowship experience, it is only with maintenance and effort that these relationships mature and contribute to larger goals. Survey and case study data indicate that some but not all fellows are maintaining their EF relationships. In addition, some fellows who have maintained EF relationships reported a variety of impressive partnerships and collaborative activities as a result. For example:

Together with my fellow from Taiwan I organized the first visit of Romanian bankers to Taiwanese financial institutions and opened the relationship.

Development of my political party's program for health care as a result of the many new contacts I got in the US (learning from what is good in the US as well as what is not as good)...

Joint master's program between my university and US universities.

Contacts established during the fellowship subsequently yielded several international research projects in the field of diabetes.

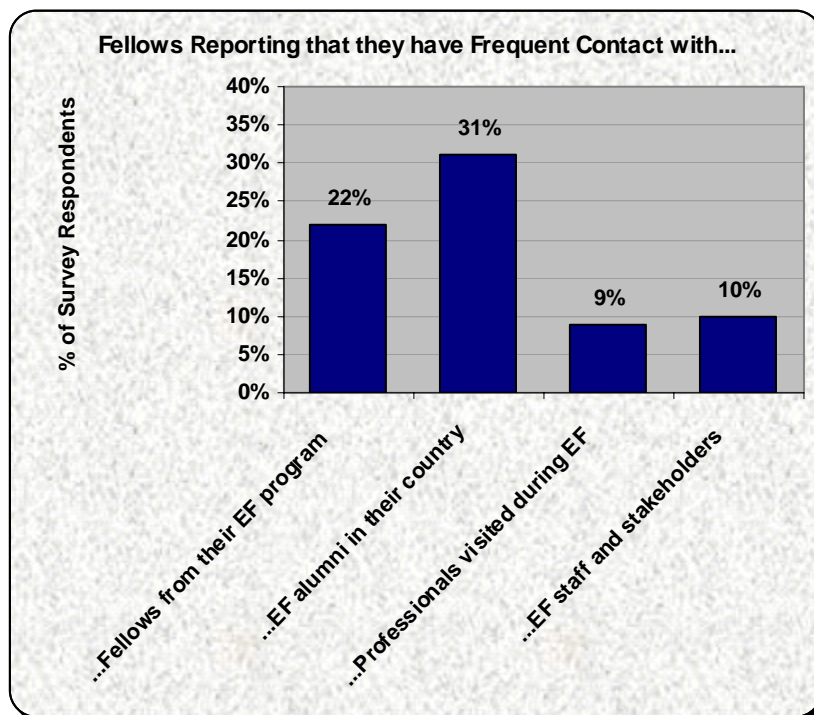
Through EF, fellows have the opportunity to form relationships with at least four different groups of people: fellows in their EF cohort; professionals they meet with in the country visited; EF staff, trustees, and President's Advisory Council members; and EF alumni in their home country. When asked how often they *currently* have contact with each of these groups, less than a third of survey respondents characterized their level of contact with any one group as frequent (see Figure 3.13 on the next page).¹² Slightly more fellows reported frequent contact with members of their EF cohort (22%) and alumni in their country (31%) than with the professionals they met abroad (9%) or EF staff and stakeholders (10%).

SNP/SRP fellows were more likely than others to report frequent contact with fellows from their cohort (42% of SNP/SRP fellows reported frequent contact with their cohort members as opposed to 22% of all fellows). Similarly, among those fellows profiled in case studies, the greatest connections occurred among the SNP/SRP participants. All of the SNP/SRP case study fellows said that they maintain some contact with their colleagues and the wider EF alumni network in their country, largely for business purposes or as committee members to nominate new Eisenhower Fellows. In one case study, an SNP/SRP fellow reported that his friendship with a colleague from his EF cohort has led to a business undertaking. The fact that relationships are strong among SNP/SRP fellows is not surprising given the likelihood of geographical proximity, shared language and ease of communications, and a common culture among the fellows.

"I had great exposure to true cultural diversity and all of my experiences helped me realize that communication and networking are critical in the globalized world." —MNP fellow

¹² Fellows were given three options to choose between to characterize their level of contact with the four different groups: never, occasional, and frequent.

Figure 3.13



Some MNP fellows featured in case studies also benefited greatly from relationships formed during EF. Two MNP alumni reported that their relationships led directly to larger outcomes—in one case, the establishment of a university exchange program, and in another case, nomination to and involvement with regional and international organizations.

USA fellows have fewer opportunities to build relationships with one another during the program, since they are traveling in different countries and do not have a mid-program retreat. One USA fellow summarized his feelings about traveling alone, saying, “I was really struck, really struck—I went on an eight-week trip and spent most of it by myself. I felt like a traveling salesman...” Some USA fellows have established relationships with each other after the fellowship, as EF alumni, and reported that these relationships are useful. In terms of relationships with professionals met abroad, USA fellows featured in case studies reported that they maintain some contacts, but these were sporadic and there were no specific plans for utilization of the relationships.

“She has used her reservoir of contacts to be nominated and involved in various international and regional organizations.” —Key informant

Societal-level Outcomes

Societal-level outcomes for the Eisenhower Fellowships include fellows making more and deeper impacts in their (current or new) professional fields, and the development of strategic collaborations resulting in new programs, policies, institutions or organizations. Societal-level outcomes benefit a broad constituency outside of the fellows’ immediate realm. When this type of outcome occurs, it is difficult to attribute directly or solely to the Eisenhower experience because it is generally a confluence of factors that creates large-scale change. Also, since EF intentionally selects *demonstrated* leaders to be fellows, it is likely that these individuals would

achieve high levels of success with or without the fellowship. Finally, the evaluation has no way to measure “more and deeper impacts” because it is impossible to know what fellows would have accomplished without the program.

However, in a few of the case studies, it is clear that particular relationships or ideas gained through the EF experience directly contributed to the development of longer-term outcomes. For example, one fellow has engaged another cohort member as a partner in his private company, which he hopes will ultimately lead to social improvements in his country. Another fellow continues to develop strategic international collaborations to promote standardization practices globally—a practice that she began during her travels in the United States. Another used models and information gathered in the U.S. to start a women’s studies program within her university.

On the survey, about half (51%) of the respondents indicated that their fellowship experience had contributed directly to strategic collaborations resulting in new programs, policies, or institutions (see Table 3.3).¹³

Table 3.3

How the Fellowship Contributed to Strategic Collaborations, New Programs, Policies, Institutions or Organizations

<u>Responses were Coded into the Following Categories:</u>	<u>% of Respondents</u>
Led to critical alliances, collaborations, or relationships	39%
Strengthened, improved, or expanded an organization or business	19%
Established a new program or Center within a current organization	16%
Added or enhanced an international dimension to the work	13%
Changes in policies, law	10%
Developed new courses, seminars	6%
Too soon to tell	6%
Established a new organization or business	5%
(Vague, broad, or ambiguous responses)	5%
Increased public attention to an idea or issue	5%
Established a new <i>type</i> of organization/institution	4%
Other	4%
Organized exchanges or exchange programs	3%
Produced new materials (books, websites, publications)	3%
Attempted but failed to initiate a project	3%
No effect	1%

N=231 respondents (some answers corresponded with more than one response category, thus the total of all percentages exceeds 100)

¹³ Fifty-two (52) percent of respondents said “Yes” when asked if EF had led directly to any strategic collaborations resulting in new programs, policies, or institutions. However, when asked to describe these changes, some described changes that were actually individual level changes. These were subtracted from the percentage claiming societal-level outcomes. In addition, some respondents listed organizational level changes that may be considered *organizational-level* outcomes. We have still included these responses in Table 3.3.

Examples of societal-level outcomes described by fellows in open-ended survey responses include:

[I] founded a school for teenage mothers and ten years later there are now 17 open and 50 in the Ministry of Education's master plan... The school has received national acclaim and international recognition. Nothing would have been possible without the EF input, as I was able to take the best of US schools to start my school... Now any school or community group attached to a school in New Zealand can set up a Teen Parent Unit and attached child-care facility based on my model.

I was offered a UN post due to a contact I made in the States and this helped to bring about some changes in developing countries.

I was able to incorporate many of the things I learned to legislation passed in the House, mainly in matters of labor relations, which was the theme of my Fellowship.

New environmental regulations were drafted in Jordan that reflected [my] US experience. New methods of pollution control were incorporated in the working procedures.

My school (in Mexico) organizes a group of students in a visit to France for courses during the summer. During the visit my students interact with EF fellows from that country. I have had several videoconferences and guest lecturers in my classes with people I contacted during my fellowship. My EF experience not only touched MY life, it is touching the lives of my students as well.

Findings about Program Activities

Fellows responding to the survey felt strongly that EF staff had welcomed their input and taken into account their ideas when planning their itineraries prior to the fellowship. They agreed that EF had provided adequate information about their itineraries and travel plans prior to departure. One case study fellow that participated in the USA program suggested that EF could do more to organize materials (books, articles, websites, etc.) so that fellows can learn about the social, historical, economic and political context of countries prior to visiting. A few fellows featured in case studies also suggested that the program pay closer attention to matching the skills and interests of fellows with program officers to ensure a good “fit.” One fellow felt that her travel in South America (including both logistics and content) would have been better if her EF program officer had spoken Spanish.

When asked to rate the value of particular activities *during the EF experience*, fellows rated two activities far above the rest: appointments with professionals (including visits to their organizations), and meetings and discussions with the cohort of EF fellows. Fellows strongly agreed that their appointments were relevant to their interests and work and provided useful information and ideas. In case studies, almost all of the USA fellows lamented not having had a cohort experience similar to that of international fellows. They saw this as an extremely attractive component of the program for MNP and SNP/SRP fellows.

Fellows also valued the participation of their spouses in EF—most (71%) survey respondents brought their spouses with them for at least part of the experience. The fact that EF allows spouses to participate is a unique and meaningful aspect of the program. Other EF activities, including opening seminar, mid-program retreat, closing seminar, and events with staff and trustees, were also very valuable to fellows, although to a lesser degree than the activities discussed above. Fellows agreed that opening seminar prepared them adequately for the fellowship and provided useful information about the U.S. (or country visited), and that mid-program retreat and/or closing seminar provided meaningful opportunities to reflect on the fellowship experience and engage in discussions about it. They agreed—but to a lesser degree—that meetings and events with EF trustees and President’s Advisory Council members were valuable networking opportunities.

In case studies, some fellows expressed that they would have liked the opportunity to make presentations and engage in more deliberate information-sharing about *their* country or field while visiting the U.S. While they found their appointments valuable, they commented that there were more opportunities for them to learn *from Americans* than there were to share their own culture with groups of people. Greater opportunities to present and share during the fellowship may also help to fuel closer or more personal and professional connections by creating a greater exchange of information, cultures, and ideas.

Concerning EF activities that occur post-fellowship, most (92%) of the survey respondents *from a country with an active alumni group* said that they were somewhat or very involved with the group (currently or in the past).¹⁴ More than half of all respondents (67%) reported being somewhat or very involved in EF recruitment or nominations, and three quarters (77%) said they were somewhat or very involved in providing hospitality or professional contacts and support to visiting fellows, EF staff or trustees. Only 36% reported that they have been involved in public relations or fundraising on behalf of EF. Similarly, in case studies fellows reported having maintained *some* relationships formed during EF. They felt that EF could take a stronger position in facilitating networking and alumni activities. One fellow expressed that EF should more clearly communicate to fellows the expectation that they will participate in the network and activities following EF, and should more actively organize and promote alumni activities.

One-third (33%) of fellows said that they have not attended any EF conferences since their fellowship. Forty-six (46) percent have attended one to two conferences, and the remainder of fellows have attended three or more conferences. When we looked more closely at the characteristics of fellows who have not attended any conferences, we learned that 12% participated in EF in 2004 and therefore have probably not had the *opportunity* to attend any EF conferences. There were no other noticeable differences between fellows that have not attended conferences and the rest of the survey respondents.

¹⁴ Sixty-five (65) percent of respondents reported that there was an alumni organization in their country. These fellows were from 48 different countries.

Table 3.4

Open-Ended Survey Item: Describe Your Suggestions for How EF Could Be Improved or Strengthened

<i>Responses were Coded into the Following Categories :</i>	<i>% of Respondents</i>
Suggestions re: post-EF activities and network	39%
Positive comments, no suggestions	14%
Suggestions re: public relations and increasing the visibility of EF	13%
Suggestions re: EF publications and resources (including website)	10%
Suggestions re: nomination and selection of fellows	9%
Suggestions re: EF conferences	9%
Suggestions re: the actual EF experience (travel, conferences, orientation, etc.)	8%
Suggestions re: central mission and values of EF	6%
(Vague, broad, or ambiguous responses)	6%
Suggestions re: program planning	5%
Other	23%

N=347 respondents (some answers corresponded with more than one response category, thus the total of all percentages exceeds 100)

The fellows who *have* attended conferences rated the overall usefulness of the meetings as a 3 on a scale from 0 (not at all useful) to 4 (extremely useful). A few fellows profiled in case studies felt that EF should keep in mind the differing financial positions of alumni when planning network activities. Some fellows said they would very much like to participate in regular meetings (or conferences); however, it is financially prohibitive for them to do so. They suggested that EF should consider establishing a small grants or scholarship program to offset travel or other network-building costs for fellows who otherwise would not be able to participate in such activities.

Suggestions for Improvement

While alumni attributed many positive effects to their fellowship experience, they also had a variety of suggestions concerning how EF could be strengthened. When asked to describe how EF could be improved, survey responses were so varied that they could only be grouped into broad categories (see Table 3.4). Thirty-nine (39) percent of respondents were concerned with post-fellowship activities including EF alumni associations, activities, the general EF network and EF staff's facilitation of it, and networking across countries and issue areas. We will return below to a discussion of post-fellowship issues.

Thirteen (13) percent of respondents encouraged EF to increase or enhance their public relations efforts and improve the visibility of the program in different countries. Some of these fellows suggested building relationships with U.S. embassies in other countries to facilitate EF being better known. Case study interviews and survey data also suggest that some fellows do not believe the program is well-known in their countries. When asked, "How well-known is EF in professional and leadership circles in your country," survey respondents said that the program is

“moderately” well-known (an average score of 2 on a scale from 0=not at all well-known, to 4=very well-known).

Nine (9) percent of fellows made suggestions concerning the nominations and selection processes, including *who* the program selects as fellows and *how* they are selected. Within this broad category, there existed a wide range of suggestions, none of which emerged as more prominent than the rest. For example, some fellows suggested that EF select more fellows from their home country, some suggested that there be greater representation of a certain field (banking, for example), and some made suggestions about which countries are—and should be—invited to participate in the MNP program.

In addition to survey respondents, many of the fellows profiled in case studies commented that EF should expand the diversity of its fellows. Some of them specified diversity in terms of gender, race, ethnicity, and age, and others clarified that they would like to see a greater diversity of economic classes represented. Some also suggested supporting more diversity in terms of professional affiliations. Their concern was that there were too many wealthy fellows hailing from traditional corporate professions, and too few civil servants. In terms of the selection process, one of the key informants from the case studies suggested that EF should place greater emphasis on a candidate’s *potential for learning*, not just what they have accomplished to date. In this way, the program would be sure to maximize the learning and growth gained via the fellowship experience.

Eight percent of respondents made suggestions about the actual EF experience, including the length and content of the fellowship. Here again, suggestions varied widely. Some suggested EF be longer; some suggested that fellows stay in one place for a greater amount of time; and some suggested that fellows attend more conferences and workshops or make presentations more often. Six percent of fellows made comments related to EF’s central goals and mission, including suggesting a shift in EF’s focus, or that EF re-examine its mission. Examples of these types of responses include:

Focus needs to be [to] get the EF Network to bridge the gap between the USA and the Muslim world. If [this is] not done we will soon not find meaningful fellows from this community, failing the very mission the Fellowship was established for.

Re-read the mission of EF in view of the reality of the world today.

Twenty-three (23) percent of the respondents’ suggestions were grouped into the Other category; however, there were some clear themes within this category. Approximately 3% of all respondents suggested some type of program enlargement or expansion, including adding more of a specific type of program each year (for example, more SNP/SRP programs) or increasing the number of USA fellows sent abroad, as well as general suggestions that the program be bigger in order to establish a greater presence globally. Another 2% suggested that EF staff or stakeholders visit countries more often and establish an EF presence abroad through regional EF offices or regional partners. Two percent had comments about the composition of the EF staff and stakeholders; for example, a few felt that the organization was very conservative politically, and should expand its composition.

Returning now to the numerous suggestions regarding post-fellowship networks and activities, Table 3.5 shows a more detailed breakdown of these suggestions. Many were about strengthening the EF network generally, including suggestions for more frequent and more facilitated communication among fellows. Another theme was that EF should strengthen the alumni activities of a certain country or region (18% of suggestions), or strengthen alumni associations in countries where none exist or the current association is weak (15%).

Some suggestions (9%) related to fellows wanting to connect with each other according to their professional interests and wanting EF to connect them to others in their field. Four percent of the responses suggested specific projects or issue areas for EF to get involved in. These included international projects bringing together fellows from around the world. Overall, the fact that so many responses dealt with post-fellowship activities and connections is evidence that fellows are interested in and concerned about the EF network, and that they would like EF to take action to strengthen it.

Table 3.5
Breakdown of Suggestions Concerning Post-Fellowship Activities and Network

<u>Suggestions concerning:</u>	<u>% of Suggestions*</u>
Strengthening and improving EF network overall (including communications)	20%
Supporting alumni meetings, activities, or events in... (a specific country or region)	18%
Encouraging/supporting the formation of alumni groups in places with no or weak groups	15%
Increasing the number of alumni events and reunions	9%
Connecting fellows by field or professional interest areas	9%
Encouraging relationships between alumni from different countries, including sending fellows to countries other than the U.S. for the fellowship	7%
Increasing the involvement of alumni in EF processes and planning	7%
Coordinating alumni for specific projects or programs, or for international projects	4%
Using fellows to share and promote the values of EF within their countries and communities	2%
Other	9%

**This chart is based on the number of suggestions made re: post-fellowship activities (137), rather than the number of fellows who made them. Some fellows made more than one suggestion in their response.*

4. Conclusions and Recommendations

Below we summarize the findings of the evaluation, discuss their implications, and make some recommendations for program refinement to be considered by Eisenhower Fellowships staff and stakeholders. It is important to keep in mind that this evaluation is based primarily on feedback from fellows and relies upon their personal opinions and judgments, which vary from individual to individual and are based on differing values and beliefs. Therefore, the evaluation feedback should be considered as a mirror reflecting the thoughts and experiences of EF alumni.

- ***The evaluation findings show that the Eisenhower Fellowships has been highly effective in creating positive impacts.*** The program has had a particularly strong effect on the individual fellows who participate, leading them to gain broader, more international perspectives as well as enhanced professional knowledge, self-confidence, and leadership skills. Most fellows reported that the experience had significant effects on their overall perspective, knowledge, goals, *and* leadership skills. EF has also contributed to a variety of organizational and/or societal-level impacts, although we cannot attribute these impacts *solely* to the program because such changes are usually due to multiple influences including natural career progression and achievement among fellows. About half of the fellows reported that their EF experience led directly to the development of organizational and societal-level impacts, and their descriptions of these outcomes paint an impressive portrait of new programs, policies, and collaborations that benefit a variety of people and countries.
- ***USA fellows reported the fewest program impacts following EF, and those in the SNP/SRP program reported the most impacts*** (and the difference between fellows from the MNP and SNP/SRP programs was not very large). Differences in societal-level outcomes were especially noticeable and statistically significant. That there were fewer impacts among USA fellows may be related to the fact that the USA program is the most recent EF program as well as to differences in the design of the USA program, including a shorter orientation, weaker cohort design, shorter travel experience, and absence of a mid-program retreat. USA fellows interviewed for case studies noted the lack of a cohort experience in particular. EF staff and stakeholders should consider these programmatic differences and explore ways in which the USA program could be made more similar to the international program experience. Consideration should also be given to any differences that exist in how fellows are communicated with or organized for alumni activities following the fellowship.
- ***The data also suggest that program impacts vary to some extent according to the personal characteristics of fellows, particularly their age at the time of the fellowship, and their gender.*** Fellows who were older when they participated in EF reported more organizational and societal-level effects than those who were younger. Similarly, men reported more effects (particularly organizational-level-level effects, but also societal-level) than women.¹⁵ These differences probably relate to the past experience of the fellows, and their level of development when they enter EF. While the differences were not statistically significant, they point out the fact that different people

¹⁵ It is important to realize that these differences by age and gender may show actual differences in impact, or they may be illuminating that different groups—men, women, younger fellows, older fellows, etc.—*perceive and report on* the effects of their EF experience differently. In addition, in most countries, women are more likely than men to face leadership challenges due to societal and cultural prejudices.

have more or less to gain from EF depending on where they are starting. In order to maximize the program's impact for *all* fellows, EF may want to consider a closer examination of women's and younger fellows' experiences prior to, during, and after the fellowship. This type of examination could provide insight as to how EF could better meet the needs of these groups and how it could provide ongoing support for maximizing the fellowship's impact. Focus groups would be one means of conducting such an examination.

- ***Fellows were very satisfied with the fellowship activities and particularly valued their meetings with professionals and interactions with their cohort members, as well as the participation of their spouses.*** The cohort experience is important also because cohort members maintain stronger relationships with one another after EF than some other groups who come into contact during the fellowship. EF should continue to use cohort meetings and discussions to augment the travel experience for international fellows, and consider ways to *further* highlight or enhance this aspect of the program since fellows find it to be particularly effective. Also, similar to the second conclusion/recommendation above, EF should strengthen the cohort experience for USA fellows. Adding (or strengthening) the cohort component may increase the overall impacts of the fellowship for this group. EF should also preserve spousal participation in the program, as this is a unique and valued aspect of the fellowship, and one which is utilized by most fellows.
- ***The evaluation found that EF fellows represent a population likely to experience high levels of career transition following the fellowship, and this should be taken into account in program planning.*** Staff and stakeholders should normalize career transitions to the extent possible, for example by discussing career change and progression with fellows, including how such changes may affect leadership. Orientation, mid-program meetings, closing seminars, and post-fellowship communications are opportunities for such discussions to take place. EF's website is another forum where resources on career changes could be placed, so that fellows experiencing career transitions can access the resources. The program should also consider whether the impacts that fellows gain from EF are sustainable throughout career transitions. The program should avoid becoming narrowly focused on specific job skills or knowledge, and may similarly want to avoid selecting fellows who are narrowly focused.
- ***Fellows' suggestions for program improvement clearly indicate the desire for more alumni activities and networking opportunities; however, they would like these opportunities to be organized and facilitated for them.*** Fellows have many ideas for projects, alumni events, meetings, and networking tools, and would like EF to take the lead in these matters. Stronger facilitation of post-fellowship activities may have many benefits—for example, stronger relationships among alumni and between alumni and EF staff and stakeholders. These relationships are in place to some extent currently (many fellows reported having occasional contact with others from EF, or participating in some conferences or EF alumni activities); however, strengthening them could lead to the development of additional organizational-level and societal-level outcomes, which are not as prevalent as individual-level effects.

- ***Fellows (and selected stakeholders interviewed for this evaluation) do not believe that EF is very well-known in their countries.*** All of the data sources for this evaluation—case studies, survey data, and interviews with trustees and stakeholders—support this conclusion. The second most common suggestion that fellows made for program improvement was to increase public relations about the program. Alumni also suggested enlarging EF and establishing regional offices to increase the program’s presence in different parts of the world. EF should consider whether enhancing the program’s profile is a priority; if so, explore options for doing so, keeping in mind that since EF is a far-reaching program, this will be a challenging task. The program may want to consider targeted approaches—for example, raising its profile in specific countries.
- ***EF should continue to evaluate its programs using one-year and five-year post-fellowship surveys.*** Surveying alumni one year after their fellowship and again four years later would allow staff and stakeholders to collect a rich set of data indicating how and when impacts develop following the EF experience. OMG has drafted one-year and five-year survey instruments (included as Appendix D), which could be sent to fellows as an online survey (and mailed to those fellows who do not have access to the internet). Implementing these surveys would also allow EF to maintain more consistent communication with fellows and collect updated contact information from them. The five-year survey instrument is designed so that it could also be used for additional follow-up data collection (i.e., at 10, 15 or 20 years post-fellowship).

Appendix A: List of Trustee and Alumni Interviews

Date of Interview:

Name:

TRUSTEES:

February 27, 2004	Roger Enrico
February 27, 2004	Theodore Friend
March 1, 2004	H.A. Wagner
March 1, 2004	Jim Hovey
March 3, 2004	Kimball Chen

FELLOWS:

February 25, 2004	Peter Skillern (USA - North Carolina)
March 2, 2004	Elena Kolovskaya (SNP - Russia)
March 3, 2004	David Lavery (SNP – Northern Ireland)

Appendix B: Case Study Interview Guides

**EISENHOWER FELLOWSHIPS
CASE STUDIES**

Interview Protocol for Fellows

A. Background

1. How did you learn about Eisenhower Fellowships?
2. (If not already known:) Tell me about your job before the fellowship. Who was your employer, what was your title, and what types of responsibilities did you have at work?
3. Before EF, what were your career goals and expectations for your professional life?
4. Before EF, did you think of yourself as a leader? Why or why not?

B. Description of Fellowship Experience

5. What were the highlights of your fellowship experience in the U.S. (or country visited)—what activities, seminars, or meetings were the highlights of your trip?

C. Outcomes/Impacts

6. When you returned home after your fellowship, what new skills, knowledge or perspectives had you gained as a result of the experience?
 - a. Which program activity(ies) led to that skill, perspective, or knowledge?
7. (For each skill, knowledge or perspective mentioned in #6:) how have you been able to apply this to your work or life since the fellowship?
8. To what extent, and how, did you share the learning you gained during EF with others (could be formal or informal sharing such as presentations, lectures, or discussions with friends and colleagues)?
9. Did your EF experience affect your organization and its work? If so, how?
10. Did your EF experience affect your civic or professional associations? If so, how?
11. Did the experience change your perception of yourself as a leader? If so, what changed?

12. Do you feel that the experience affected other peoples' perception of you as a leader? If so, can you describe this change and how you became aware of it?
13. Did your EF experience change the way that you look at the world or your overall perspective and attitudes? If so, how?
14. Did your EF experience change, enhance or otherwise affect your career or life goals? If so, what changed and why?
15. Has what you learned as a result of EF directly contributed to any new projects, programs, policies, or other professional accomplishments? If so, give examples.
16. Describe your career progression since your fellowship – have you remained at the same organization and in the same field? Have your responsibilities changed? Has your role as a leader increased?
 - a. In your opinion, would these changes have occurred regardless of EF or do you feel that EF strongly affected your career path?

D. Network and Relationships

17. Did your EF experience affect your personal or professional network? If so, how?
18. How do you use the EF network?
19. Describe a specific example of how a relationship or network that you formed as a result of EF has been beneficial to your life or career.
20. Are you involved in the EF alumni association in your country? If so, what types of activities do you participate in, and how often?

E. Concluding Questions re: Overall Impact

21. Have you been able to access or leverage new or greater resources for your work as a result of your fellowship experience? If so, how?
22. How relevant is your fellowship experience in the U.S. (or country visited) to your current life and work? To what extent and in what ways do you continue to draw on the knowledge or resources that you gained?
23. Thinking about all the changes, impacts and learning involved in your EF experience, are there impacts that we haven't discussed but that you feel are important to mention?
24. How do you think EF could be improved, in terms of the fellowship experience and/or the network?

EISENHOWER FELLOWSHIPS CASE STUDIES

Interview Protocol for Key Informants

A. Background

1. Verify their name and spelling
2. How do you know Fellow?
3. How long have you known Fellow / or, when did you meet Fellow?

B. Fellowship Experience

4. How well did you know Fellow in 19XX / 200X, when s/he participated in Eisenhower Fellowships? What was your relationship at that time?
5. Did Fellow talk to you about the Eisenhower Fellowships, his/her experience in [the U.S.] and his/her impressions of the country?
 - a. If yes, what types of things do you remember him/her talking about?
6. Did s/he talk to you about any particular knowledge, innovations, ideas, or models that s/he'd learned about?
7. Did s/he talk to you about any particular people who s/he'd met with during his/her fellowship?
8. Do you know if Fellow made any formal presentations about the fellowship experience after s/he returned home, or how s/he shared the learning with others?

C. Impacts

9. If you think about Fellow before his/her fellowship compared to afterward, did you notice any changes in him/her that may have been a result of the fellowship experience? If so, please describe.
 - a. Prompt: were his/her attitude, outlook on life, perspectives or goals noticeably different after s/he returned?
10. Again, thinking about Fellow before and after the fellowship, do you notice that s/he had developed new skills, knowledge or resources during Eisenhower Fellowships? If so, please describe.

11. (If Informant knows the work of the fellow:) Did Fellow's professional work change or improve after the fellowship? If so, please describe.
 - a. Has this change/improvement affected his/her organization overall, its programs, clients, financial status, or any aspect of the work?
12. Did Fellow's network of personal and professional contacts change as a result of the fellowship?
 - a. If so, how has this affected Fellow's life or work? Have any of the relationships s/he formed during EF been particularly important?
13. Can you describe Fellow's career path during the time you've known him/her – has s/he remained in the same position and field, or has s/he advanced or changed fields?
14. Are there any other types of changes or developments that we have not discussed that occurred in Fellow's life and that you believe may be related to their fellowship experience?

D. Overall Impressions of the Fellow, their Leadership and Accomplishments

15. Do you think of Fellow as a “leader”? If so, why? What are some things that s/he has done that make you think s/he is a leader?
 - a. Have you always thought of him/her as a leader? If not, when did you begin to think of him/her in this way?
16. Are there any specific achievements – for example, new policies, programs or procedures – that Fellow has contributed to that you feel are important accomplishments and may be related to their experience in EF?
17. To your knowledge, is Fellow more actively involved in professional associations, community life, or politics than s/he was before the fellowship?
18. Is there any other information that you'd like to share with me about Fellow or about the Eisenhower Fellowships that we haven't discussed yet?

Appendix C: Online Survey Instrument

**EISENHOWER FELLOWSHIPS
IMPACT SURVEY**

In which EF Program did you participate? *(use an "X" to indicate your answer)*

- Multi-Nation Program (MNP)
- Single Nation/ Single Region Program (SNP/SRP)
- USA Fellows

A. BACKGROUND QUESTIONS

1. What country were you representing at the time of your fellowship?

2. In what year did your Eisenhower Fellowship occur?

3. What was your age at the time of your fellowship?

- 30 or under
- 31-35
- 36-40
- 41-45
- 46-50
- 51 or over

4. What was your field of work at the time of your fellowship?

5. What is your gender?

- Male
- Female

6. If you were married at the time of your fellowship, did your spouse/partner accompany you during part or all of your fellowship?

- Yes
- No
- No spouse at that time

B. VALUE OF EISENHOWER FELLOWSHIP ACTIVITIES

7. Please indicate whether you agree or disagree with the following statements by placing an “X” in the box that best reflects your answer. Select “Not Applicable” (N/A) if a statement does not apply to you.

	Strongly disagree	Disagree	Agree	Strongly agree	N/A
a) Prior to my fellowship, EF provided adequate information on my itinerary and travel plans					
b) EF staff welcomed my input and incorporated my ideas when planning my itinerary					
c) EF’s opening seminar prepared me adequately for my fellowship and provided useful information about the U.S. and its culture					
d) EF’s mid-program retreat and/or closing seminar provided meaningful opportunities to reflect on the fellowship experience and engage in discussions about it					
e) My appointments with individual leaders/experts were relevant to my interests and work, and provided useful information and ideas					
f) My appointments provided me with access to new, high-level contacts					
g) EF communicated to me the importance of the lifelong EF network and the expectation that I would participate in and contribute to it					
h) Events with EF trustees and President’s Advisory Council members were valuable networking opportunities					

8. How valuable were the following aspects of your fellowship? Please rate them on a scale from 0 (not at all valuable) to 4 (extremely valuable) by placing an “X” in the box that best reflects your answer. Select “Not Applicable” or N/A if an item does not apply to your fellowship.

	0 Not at all valuable	1 Somewhat valuable	2 Valuable	3 Very valuable	4 Extremely valuable	N/A
a) Opening seminar						
b) Mid-program retreat and closing seminar						
c) Appointments with individual leaders/experts and visits to organizations						
d) Participation in relevant seminars or conferences						
e) Meetings, events, and/or visits with EF alumni, trustees, President’s Advisory Council members, and other stakeholders						
f) Participation of your spouse						
g) Meetings and discussions with your group of fellows						

C. OUTCOMES/IMPACTS

9. Overall, how would you describe the effect of your Eisenhower Fellowship on your personal and professional development?

- ___0 (Extremely negative)
- ___1 (Somewhat negative)
- ___2 (Neutral)
- ___3 (Somewhat positive)
- ___4 (Extremely positive)

10. To what extent did your fellowship enhance or have a positive effect on... (place an "X" in the box that best reflects your answer)

	0 No effect	1 Small effect	2 Moderate effect	3 Strong effect	4 Very strong effect
a) ...your professional knowledge?					
b) ...your international perspective and worldview?					
c) ...your understanding of the U.S., its culture and its institutions?					
d) ...your ideas and plans for your work?					
e) ...your personal and/or professional goals?					
f) ...your self-confidence?					
g) ...your ideas about leadership in general?					
h) ...your perception of <i>yourself</i> as a leader?					

11. Overall, please describe the most significant effect(s) that your fellowship had on you and/or your career. If it didn't affect you at all, please write "*No Effect*"

12a. Have you changed professional fields since your fellowship?

- Yes
- No

12b. If yes, to what extent was your fellowship a contributing factor in this change?

- 0 (Not at all)
- 1 (Contributed a very small amount)
- 2 (Somewhat)
- 3 (Contributed significantly)
- 4 (Extremely relevant/contributed directly to the change)

13a. Did your fellowship experience contribute *directly* to any changes or improvements in organizations or institutions that you are involved with (for example, changes in management style, mission, services, or clients)?

- Yes
- No

13b. If yes, please describe the change(s): _____

14a. Did your fellowship experience contribute *directly* to any strategic collaborations that resulted in the development of new programs, policies, institutions, or organizations?

- Yes
- No

14b. If yes, please describe: _____

15. To what degree did your fellowship experience contribute *directly* to your assuming positions of greater scope or influence (for example, promotions, positions of greater leadership in the public or in organizations that you are involved with, having more direct input to decision-making, greater impact in your country, etc.)?

- 0 (Not at all)
- 1 (Contributed a very small amount)
- 2 (Moderate contribution)
- 3 (Contributed significantly)
- 4 (*Very strong contribution*)

D. EF NETWORK QUESTIONS

16. a) Is there an EF alumni association in your country?

- Yes
- No

b) If yes, to what degree have you been involved in association meetings and activities?

- Not at all
- Somewhat (I have participated in *some* meetings, events, etc.)
- Very Involved (I participate in *most or all* meetings, events, etc.)

17. Have you been involved in EF nominating committees or recruiting new fellows?

- Not at all
- Somewhat Involved
- Very Involved

18. Have you been involved in providing hospitality or professional contacts and support to visiting fellows, EF staff or trustees?

- Not at all
- Somewhat Involved
- Very Involved

19. Have you been involved in public relations or fundraising efforts on behalf of EF?

- Not at all
- Somewhat Involved
- Very Involved

20. Currently, how often do you have contact with... (place an "X" in the box that best reflects your answer)

	Never	Occasionally	Frequently	N/A
a) ...fellows from your EF program group?				
b) ...EF alumni in your country?				
c) ...professionals/other individuals you met during your U.S. fellowship experience?				
d) ...EF staff, trustees, President's Advisory Council members, USA fellows?				

21. How would you rate the usefulness of the relationships you gained from EF in terms of benefiting your *professional career and network*?

- ___0 (Not at all useful)
- ___1 (A little bit useful)
- ___2 (Moderately useful)
- ___3 (Useful)
- ___4 (*Extremely* useful)

22. How would you rate the usefulness of your EF relationships in terms of your *social network and interests*?

- ___0 (Not at all useful)
- ___1 (A little bit useful)
- ___2 (Moderately useful)
- ___3 (Useful)
- ___4 (*Extremely* useful)

23. How often do you use or read the following EF resources? (place an "X" in the box that best reflects your answer)

	Never	Occasionally	Frequently
a) EF newsletter and other EF communications			
b) Web news of EF			
c) Web/Intra-Ike directory of fellows			
d) Web/Intra-Ike discussion forums			

24. a) How many EF conferences have you attended since your fellowship experience?

- None
- 1
- 2
- 3
- 4 – 6
- 7 – 9
- 10 or more

b) Overall, how would you rate the usefulness of these conferences:

- 0 (Not at all useful)
- 1 (A little bit useful)
- 2 (Moderately useful)
- 3 (Useful)
- 4 (*Extremely* useful)
- I have not attended EF conferences

25. How well-known is EF in professional and leadership circles in the country that you represented on your fellowship?

- 0 (Not at all)
- 1 (A little)
- 2 (Moderately)
- 3 (Well-known)
- 4 (*Very* well-known)

26. Thinking about your EF experiences overall, including both your fellowship and your involvement in the lifelong EF network, please describe any suggestions for how EF could be improved or strengthened.

Thank you for providing valuable feedback concerning the Eisenhower Fellowships!

Appendix D: Draft Instruments for Post-Fellowship Surveys (1-year and 5-year)

**EISENHOWER FELLOWSHIPS SURVEY
1-YEAR POST FELLOWSHIP**

A. BACKGROUND QUESTIONS

1. In which EF Program did you participate?

- Multi-Nation Program (MNP)
- Single Nation/ Single Region Program (SNP/SRP)
- USA Fellows

2. What country were you representing at the time of your fellowship?

3. What was your age at the time of your fellowship?

- 30 or under
- 31-35
- 36-40
- 41-45
- 46-50
- 51 or over

4. What was your field of work at the time of your fellowship?

5. What is your gender?

- Male
- Female

6. If you were married at the time of your fellowship, did your spouse/partner accompany you during part or all of your fellowship?

- Yes
- No
- No spouse at that time

B. VALUE OF EISENHOWER FELLOWSHIP ACTIVITIES

7. Please indicate whether you agree or disagree with the following statements by placing an “X” in the box that best reflects your answer. Select “Not Applicable” (N/A) if a statement does not apply to you.

	<i>Strongly disagree</i>	<i>Disagree</i>	<i>Agree</i>	<i>Strongly agree</i>	<i>N/A</i>
a) Prior to my fellowship, EF provided adequate information on my itinerary and travel plans					
b) EF staff welcomed my input and incorporated my ideas when planning my itinerary					
c) EF’s opening seminar prepared me adequately for my fellowship and provided useful information about the U.S. and its culture					
d) EF’s mid-program retreat and/or closing seminar provided meaningful opportunities to reflect on the fellowship experience and engage in discussions about it					
e) My appointments with individual leaders/experts were relevant to my interests and work, and provided useful information and ideas					
f) My appointments provided me with access to new, high-level contacts					
g) EF communicated to me the importance of the lifelong EF network and the expectation that I would participate in and contribute to it					
h) Events with EF trustees and President’s Advisory Council members were valuable networking opportunities					

8. How valuable were the following aspects of your fellowship? Please rate them on a scale from 0 (not at all valuable) to 4 (extremely valuable) by placing an “X” in the box that best reflects your answer. Select “Not Applicable” or N/A if an item does not apply to your fellowship.

	0 Not at all valuable	1 Somewhat valuable	2 Valuable	3 Very valuable	4 Extremely valuable	N/A
a) Opening seminar						
b) Mid-program retreat and closing seminar						
c) Appointments with individual leaders/experts and visits to organizations						
d) Participation in relevant seminars or conferences						
e) Meetings, events, and/or visits with EF alumni, trustees, President’s Advisory Council members, and other stakeholders						
f) Participation of your spouse						
g) Meetings and discussions with your group of fellows						

C. OUTCOMES/IMPACTS

9. Overall, how would you describe the effect of your Eisenhower Fellowship on your personal and professional development?

- ___0 (Extremely negative)
- ___1 (Somewhat negative)
- ___2 (Neutral)
- ___3 (Somewhat positive)
- ___4 (Extremely positive)

10. To what extent did your fellowship enhance or have a positive effect on... (*place an "X" in the box that best reflects your answer*)

	0 No effect	1 Small effect	2 Moderate effect	3 Strong effect	4 Very strong effect
a) ...your professional knowledge?					
b) ...your international perspective and worldview?					
c) ...your understanding of the U.S., its culture and its institutions?					
d) ...your ideas and plans for your work?					
e) ...your personal and/or professional goals?					
f) ...your self-confidence?					
g) ...your ideas about leadership in general?					
h) ...your perception of <i>yourself</i> as a leader?					

11. Overall, please describe the most significant effect(s) that your fellowship had on you and/or your career. If it didn't affect you at all, please write "*No Effect*"

12a. Have you changed professional fields since your fellowship?

- Yes
- No

12b. If yes, to what extent was your fellowship a contributing factor in this change?

- 0 (Not at all)
- 1 (Contributed a very small amount)
- 2 (Somewhat)
- 3 (Contributed significantly)
- 4 (Extremely relevant/contributed directly to the change)

D. EF NETWORK QUESTIONS

13. a) Is there an EF alumni association in your country?

- Yes
- No

b) If yes, to what degree have you been involved in association meetings and activities?

- Not at all
- Somewhat (I have participated in *some* meetings, events, etc.)
- Very Involved (I participate in *most or all* meetings, events, etc.)

14. Have you been involved in EF nominating committees or recruiting new fellows?

- Yes
- No

15. How often do you have contact with... (place an "X" in the box that best reflects your answer)

	Never	Occasionally	Frequently	N/A
a) ...fellows from your EF program group?				
b) ...EF alumni in your country?				
c) ...professionals/other individuals you met during your U.S. fellowship experience?				
d) ...EF staff, trustees, President's Advisory Council members, USA fellows?				

16. How would you rate the usefulness of the relationships you gained from EF?

- ___ 0 (Not at all useful)
- ___ 1 (A little bit useful)
- ___ 2 (Moderately useful)
- ___ 3 (Useful)
- ___ 4 (*Extremely* useful)

17. How often do you use or read the following EF resources? (place an "X" in the box that best reflects your answer)

	Never	Occasionally	Frequently
a) EF newsletter and other EF communications			
b) Web news of EF			
c) Web/Intra-Ike directory of fellows			
d) Web/Intra-Ike discussion forums			

26. Thinking about your EF experiences overall, including both your fellowship and your involvement in the lifelong EF network, please describe any suggestions for how EF could be improved or strengthened.

Thank you for providing valuable feedback concerning the Eisenhower Fellowships!

**EISENHOWER FELLOWSHIPS SURVEY
5-YEAR POST FELLOWSHIP**

A. BACKGROUND QUESTIONS

1. In which EF Program did you participate?

- Multi-Nation Program (MNP)
- Single Nation/ Single Region Program (SNP/SRP)
- USA Fellows

2. What country were you representing at the time of your fellowship?

3. What was your age at the time of your fellowship?

- 30 or under
- 31-35
- 36-40
- 41-45
- 46-50
- 51 or over

4. What is your field of work currently?

5. What is your gender?

- Male
- Female

6. If you were married at the time of your fellowship, did your spouse/partner accompany you during part or all of your fellowship?

- Yes
- No
- No spouse at that time

B. OUTCOMES/IMPACTS

7. Overall, how would you describe the effect of your Eisenhower Fellowship on your personal and professional development?

- ___0 (Extremely negative)
- ___1 (Somewhat negative)
- ___2 (Neutral)
- ___3 (Somewhat positive)
- ___4 (Extremely positive)

8. To what extent did your fellowship enhance or have a positive effect on... *(place an "X" in the box that best reflects your answer)*

	0 No effect	1 Small effect	2 Moderate effect	3 Strong effect	4 Very strong effect
a) ...your professional knowledge?					
b) ...your international perspective and worldview?					
c) ...your understanding of the U.S., its culture and its institutions?					
d) ...your ideas and plans for your work?					
e) ...your personal and/or professional goals?					
f) ...your self-confidence?					
g) ...your ideas about leadership in general?					
h) ...your perception of <i>yourself</i> as a leader?					

9a. Have you changed professional fields since your fellowship?

- Yes
- No

b. If yes, to what extent was your fellowship a contributing factor in this change?

- 0 (Not at all)
- 1 (Contributed a very small amount)
- 2 (Somewhat)
- 3 (Contributed significantly)
- 4 (Extremely relevant/contributed directly to the change)

10a. Did your fellowship experience contribute *directly* to any changes or improvements in organizations or institutions that you are involved with (for example, changes in management style, mission, services, or clients)?

- Yes
- No

b. If yes, please describe the change(s): _____

11a. Did your fellowship experience contribute *directly* to any strategic collaborations that resulted in the development of new programs, policies, institutions, or organizations?

- Yes
- No

b. If yes, please describe: _____

12. To what degree did your fellowship experience contribute *directly* to your assuming positions of greater scope or influence (for example, promotions, positions of greater leadership in the public or in organizations that you are involved with, having more direct input to decision-making, greater impact in your country, etc.)?

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- 2 (Moderate contribution)
- 3 (Contributed significantly)
- 4 (*Very strong contribution*)

D. EF NETWORK QUESTIONS

13. a) Is there an EF alumni association in your country?

- Yes
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b) If yes, to what degree have you been involved in association meetings and activities?

- Not at all
- Somewhat (I have participated in *some* meetings, events, etc.)
- Very Involved (I participate in *most or all* meetings, events, etc.)

14. Have you been involved in EF nominating committees or recruiting new fellows?

- Yes
- No

15. Have you been involved in providing hospitality or professional contacts and support to visiting fellows, EF staff or trustees?

- Yes
- No

16. Have you been involved in public relations or fundraising efforts on behalf of EF?

- Yes
- No

17. Currently, how often do you have contact with... (place an "X" in the box that best reflects your answer)

	Never	Occasionally	Frequently	N/A
a) ...fellows from your EF program group?				
b) ...EF alumni in your country?				
c) ...professionals/other individuals you met during your U.S. fellowship experience?				
d) ...EF staff, trustees, President's Advisory Council members, USA fellows?				

18. How would you rate the usefulness of the relationships you gained from EF?

- ___0 (Not at all useful)
- ___1 (A little bit useful)
- ___2 (Moderately useful)
- ___3 (Useful)
- ___4 (*Extremely* useful)

19. How often do you currently use or read the following EF resources? (place an "X" in the box that best reflects your answer)

	Never	Occasionally	Frequently
a) EF newsletter and other EF communications			
b) Web news of EF			
c) Web/Intra-Ike directory of fellows			
d) Web/Intra-Ike discussion forums			

20. a) How many EF conferences have you attended since your fellowship experience?

- None
- 1
- 2
- 3
- 4 or more

b) Overall, how would you rate the usefulness of these conferences:

- 0 (Not at all useful)
- 1 (A little bit useful)
- 2 (Moderately useful)
- 3 (Useful)
- 4 (*Extremely* useful)
- I have not attended EF conferences

21. How well-known is EF in professional and leadership circles in the country that you represented on your fellowship?

- 0 (Not at all)
- 1 (A little)
- 2 (Moderately)
- 3 (Well-known)
- 4 (*Very* well-known)

22. Thinking about your EF experiences overall, including both your fellowship and your involvement in the lifelong EF network, please describe any suggestions for how EF could be improved or strengthened.

Thank you for providing valuable feedback concerning the Eisenhower Fellowships!