

60 YEARS  
*sixty stories*

EISENHOWER FELLOWSHIPS: CELEBRATING 60 YEARS

60 YEARS  
*sixty stories*



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*Because of my*





COVER: Icons ( ) represent countries in which Eisenhower Fellowships alumni are currently living or from where they originate. If you are an Eisenhower Fellow and you want to find your fellow Fellows in any of these countries, visit [www.efworld.org](http://www.efworld.org).

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With many thanks to the Eisenhower Fellows featured in this publication,  
for their contributions to this Eisenhower Fellowships' history.



*As we celebrate the 60th anniversary of Eisenhower Fellowships, it is good to reflect on the purpose for which Eisenhower Fellowships was created in 1953.*

When the founding trustees approached the Eisenhower family to plan a unique gift to the President during his first year in office, they were told: "Why not make the gift something symbolic of President Eisenhower's abiding interest in promoting better understanding between nations?" They proposed a program for leaders expected to rise to positions of greater prominence and influence, where they could "make their ideas count on a wide scale..."

Sixty years later, Eisenhower Fellowships continues to exist to inspire leaders around the world to challenge themselves, to think outside the box, to engage others, including outside of their current networks, and to leverage their experiences and talents to make the world around them more prosperous, just and peaceful—in concrete ways.

For the last 60 years, Fellows have been doing exactly that. We seek out leaders from all professions, women and men of notable achievement who have the potential to do even more. We take pride in the geographic, professional and gender diversity of the Fellows. Since our founding in 1953, EF has offered a unique, transformational experience to over 2,000 leaders around the world.

Although the spirit of Eisenhower Fellowships remains unchanged since 1953, our strategy for advancing the Eisenhower vision continues to evolve. We focus much more now on the lifelong nature of a fellowship—with the programs for the new Fellows as just the initial part of the experience. National alumni associations, growing regional groupings, a substantial effort by women throughout the network to identify initiatives they can undertake together, and soon a new Alumni Council that will be the active voice of Fellows around the world—all these are part of the added focus we place on engaging alumni productively to advance Dwight Eisenhower's vision of a better world.

In 2012 we called for increased collaboration—using the connectivity possible in the network to advance "Consequential Outcomes". This initiative was not a substitute for the remarkable achievements of Eisenhower Fellows over the years, a number of which are captured in this book. Indeed, the new initiative builds on Fellows' diversity, and their unique talents and achievements, and reflects the world of 2013 where collaborations across disciplines and borders are helping to fuel innovation and realization of substantial new outcomes that improve the world around us. The

goal of the Consequential Outcomes initiative is to catalyze further collaboration among our Fellows.

"Because of My Eisenhower Fellowship" is a tribute to EF's 60th anniversary (1953-2013) and tells in Fellows' own words the stories of global, national, community and cultural changes in society affected by Eisenhower Fellows. In the following pages, you can read the stories of Irish Fellows who helped sustain the Irish peace process, of a president of Turkey, also elected seven times as prime minister, a chair of the National Assembly of Slovenia who formally declared the independence of Slovenia, and was one of the authors of its constitution, the father of the economic miracle of Singapore, a Romanian Minister of Justice, recognized internationally for her anti-corruption initiatives, the chief education officer of the "One Laptop per Child" program and many more remarkable people who credit EF for fostering their achievements.

We hope you will be inspired and spurred on to create further Consequential Outcomes. We would like to congratulate Eisenhower Fellows the world over, for you have indeed made enormous strides towards a more peaceful, prosperous and just planet.

JOHN S. WOLF, *President, Eisenhower Fellowships*



*America was an immense treasure trove for us and Eisenhower Fellowships was the key to it.*

—SULEYMAN DEMIREL, 1954 TURKEY

1950s

There were no road maps to follow for the kind of program envisioned by the founders of Eisenhower Fellowships. The invitation to Fellows broke new ground in exchange visitor programs. It offered a year of extensive travel and observation in the Fellows' professional field, all expenses paid, along with a maintenance allowance to live "modestly, neither luxuriously, nor frugally". By the end of 1954, as the organizers had promised in their initial letter to President Eisenhower, the program was "up and running".



**TURKEY**

// “Looking back, I am so happy that I overcame that hesitation and took that leap of faith.” //

1954

## Süleyman Demirel

*Former Prime Minister & President, Turkey*



Upon graduating from the Istanbul Technical University in 1949 as a civil engineer, Süleyman Demirel was eager to embark upon a career as a public servant. Soon thereafter, he was nominated to become an Eisenhower Fellow. The country was engaged in significant dam-irrigation and electrification infrastructure projects at the time and he was reluctant to go on fellowship, at first. In 1954 Demirel traveled to the United States as an Eisenhower Fellow, making him one of the very first.

“Looking back, I am so happy that I overcame that hesitation and took that leap of faith. The experience not only broadened my horizons, but was without a doubt one of the greatest sources of

inspiration for me during my whole life devoted to public service and my country.”

At the time of his fellowship, Europe was divided and the shadow of the Iron Curtain loomed heavily. Demirel was a young engineer, eager to learn and make a difference in the lives of his fellow citizens. He said, “I was confident of the great potential of my country and committed to bring it to life. I cannot say I knew the world too well then. But for me and a great majority of the Turks, the U.S. was undoubtedly the land of freedom and opportunity. It was a source of inspiration for many like me who sought to make a contribution to their own society in democracy, prosperity and progress. During my 10 months in the U.S. as an Eisenhower Fellow, I was fascinated to see in person a progressive democracy and an innovative economy.”

Demirel's EF experience amplified his ambitions to serve his country and he was drawn into politics and elected as prime minister in 1964. Throughout his political life, spanning 38 years, he has had the distinction to serve his country as a parliamentarian, prime minister, and president. He has seen coups, been imprisoned, and banned from politics, but

never gave up his faith in democracy and in his country. Demirel said, “That is probably due to what I learned as an Eisenhower Fellow: Leaders do not have the luxury to give up and abandon the hopes and trust vested in them by the people. They have a responsibility to lead no matter how tough the hardships encountered may be.” Demirel has made numerous contributions as a statesman to the impressive achievements of Turkey over the years and started negotiations for European Union membership.

“Consider for one moment what sort of a world we could have been living in if Dwight Eisenhower's vision of a world, in which cooperation replaced confrontation and understanding replaced ignorance, could not have endured. This is precisely the motivation I had for myself during my long political career. I have entered six general elections and been elected to every public office I held. I believe we need to exert every effort to further enhance the effectiveness of this remarkable enterprise of EF and remain true to its mission of preparing the leaders who will better the world around them for this and succeeding generations.”







## IRAQ/TURKEY



1957

# Nezir Kirdar

*Travel & Tourism Consultant*



**// With relentless devotion to EF & a mutual respect for Fellows, he has truly embodied the EF spirit //**

At the "ripe old" age of 28, Nezir Kirdar was chosen as the first Eisenhower Fellow to represent Iraq, in 1957. The youngest of his cohort, Kirdar had already founded several companies and organizations, including the first shingle-manufacturing plant and the first Rotary Club in Baghdad.

Kirdar, upon his return to Iraq, believed he "really started to benefit from" the fellowship program. Inspired by his meeting with President Eisenhower, Kirdar ran for a seat in Iraqi Parliamentary elections without belonging to a political party, and won in 1958. Unfortunately, six months later, there was a revolution, the regime was toppled, and Iraq started to go into chaos. In 1963, there was a small meeting in Istanbul which Hampton Barnes (then president of Eisenhower Fellowships) attended with about 20 alumni Eisenhower Fellows. Kirdar then invited Barnes to Baghdad and arranged for him to see top contacts in government. That was the last time that Kirdar was able to host an activity in Baghdad for Eisenhower Fellowships. Afterwards, a new group came to power in Iraq and Kirdar was politically detained for three years, and did not travel for 20 years.

Finally, in 1985, Kirdar took his first trip back to Philadelphia. Then-President of EF Dorie Friend welcomed him back with open arms and had a gathering at the house, including former president Hampton Barnes. That restarted Kirdar's relationship with Eisenhower Fellowships, which he considers a momentous comeback in his life. Kirdar said, "After all the hardship between 1958 and 1985, I see respect and recognition and welcome from others and that was because of Eisenhower Fellowships." From that day on, Kirdar has been a living embodiment of the EF philosophy: "Once a Fellow, always a Fellow." He has attended almost

every EF conference as an active participant, re-establishing connections with Eisenhower Fellows from all over the world. In 1988, he adopted a new home in Istanbul, and began a new-found role as a Turkish Fellow. President Suleyman Demirel, a 1954 Fellow, welcomed Kirdar to his country, saying "it doesn't matter which country you are connected to; once you are a Fellow, all Fellows are the same. There is no difference in rank or country or religion or whatever. Our protocol is not based on what you do, how much you have, or what you run". With backing of President Demirel and support from the Eisenhower Fellows in Turkey, Kirdar organized meetings of the Alumni Advisory Council in Istanbul in November 1999 and September 2011, as well as an international conference in 2006.

Nezir Kirdar also helped re-institute the USA Fellows program with Turkey as a key destination and when Turkey was selected as the Single Nation Program country in 1993, it was a reflection of the strength of the Turkish Fellows' network that Kirdar was so influential in preserving. In 2009, EF bestowed the Distinguished Alumnus Award upon Kirdar for his many activities in promoting EF, alumni networking and upholding the Eisenhower Fellowship ideals.

Kirdar has said, "I have believed that privilege is only good if you understand the responsibility that comes with it. You cannot take the privilege and ignore the responsibility. It only has value if you know your responsibility and do what you're responsible for... whatever I have tried with Eisenhower Fellowships was a great privilege and honor. It is a belonging. And I have tried my best to be a good Fellow, to be an appreciative Fellow, to try to pay back some of the things that the Fellowship has given me. And I don't call it my Eisenhower Fellowship Period; I call it 'Our Big Family of Eisenhower Fellowships'."





*Class of 1954-55* | Multi Nation Program



*Class of 1956* | Multi Nation Program





*Class of 1957* | Multi Nation Program



*Class of 1958* | Multi Nation Program



*Class of 1959* | Multi Nation Program





## SLOVENIA (FORMER YUGOSLAVIA)

// Took personal risks to  
advocate democracy in  
a communist society. //

1959

# Franc Bucar

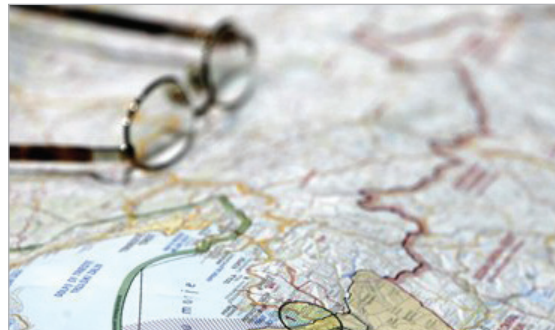
*Retired President, International Paneuropean Union for Slovenia*

"I do not want to be told the truth. I have to find it by myself. But I like to be helped to find it. America has helped me a lot in my way." This is how Franc Bucar described his 1959 Eisenhower Fellowship. By the age of 18, Bucar had found his political calling as he became active in the underground movement to fight the Nazis in Yugoslavia. After imprisonment in an Italian concentration camp, he escaped from a train on his transfer to a German concentration camp, and returned to Yugoslavia and joined the partisans. He went on to join the Communist Party of Slovenia and fought the battle to liberate Klagenfurt. After the war, he joined the government, and while serving as the Secretary of the Economic Committee in the People's Assembly of Slovenia he began his Eisenhower Fellowship experience.

Dr. Bucar embarked on his fellowship to understand how the United States had succeeded in addressing the problems presented by a capitalist economy. He wanted to see the practical applications of the relationships between state organizations and the economy, the extent to which private enterprise was free of state control, and the role of state organizations in organizing the marketplace. Dr. Bucar spent 10

months on his fellowship in the United States, meeting with leaders in politics, business, and education.

Upon his return to Slovenia, he taught public administration at the Faculty of Law of the University of Ljubljana. Here he began voicing his criticism of some aspects of the Yugoslav Communist system, and embarked on the risky path of freeing himself from the Communist Party. He continued to openly critique the system throughout Europe, and in the 1980's went to the European Parliament to propose a blockade of economic aid to the socialist countries of Eastern Europe. In 1989, he co-founded the Slovenian Democratic Union, the first opposition party to

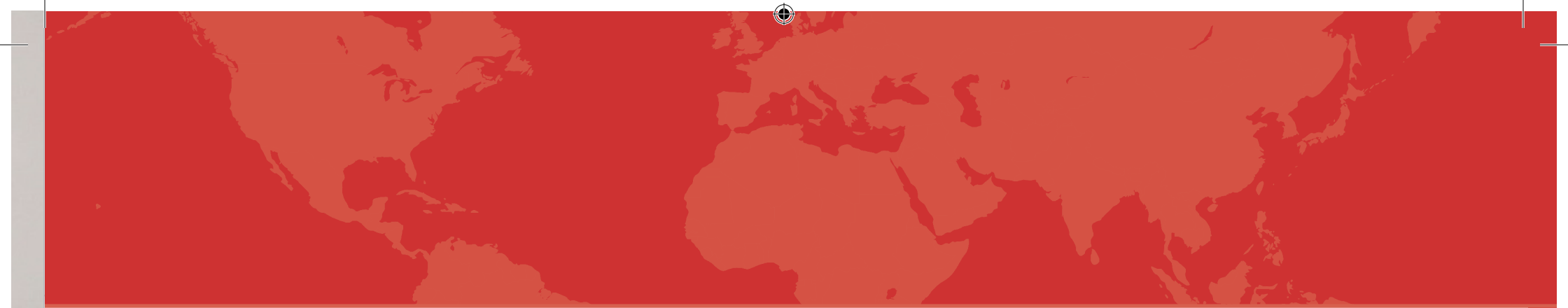


the Communist regime, and was elected as the first Chairman of the Slovenian National Assembly in 1990. On June 25, 1991, Dr. Bucar formally declared the independence of Slovenia, and was one of the authors of its constitution.

In reflecting on his experience as an Eisenhower Fellow, he credits the fellowship with giving him the strength and knowledge to bring democracy to Slovenia. "I came from a small country behind the Iron Curtain. In the USA, I was exposed to a completely different open world with political and, above all, intellectual freedom. I could no longer live with the difference when I returned to my country. I became a political dissident. I lost my position as a university professor and was banned from all political and public intellectual activity. But this helped me, on the other side, to become one of the leading actors in the overthrow of the Communist regime in 1990 and to become the first president of a newly elected democratic parliament. Without the Eisenhower experience, I doubt I could have coped with that task."

Dr. Bucar most recently served as the president of the International Paneuropean Union for Slovenia until May 2012.





*Since 1968, all my energy has been largely driven by the core of deep rooted optimism gained and structured during my ten months of Eisenhower experience, which in turn explains and proves my “lifelong commitment” with Eisenhower Fellowships.*

—CLAUDE HENRION, 1968 FRANCE

## 1960s

While it would be impossible to measure the impact of the first decade of Eisenhower Fellowships, some interesting statistics could be cited. Of the 211 fellowships awarded between 1954 and 1964, 52 countries were represented and Fellows rose to significant positions after returning from their programs. Included were two presidents, one prime minister, two national vice presidents, six national legislators, six college or university presidents, five ambassadors and three supreme court justices.

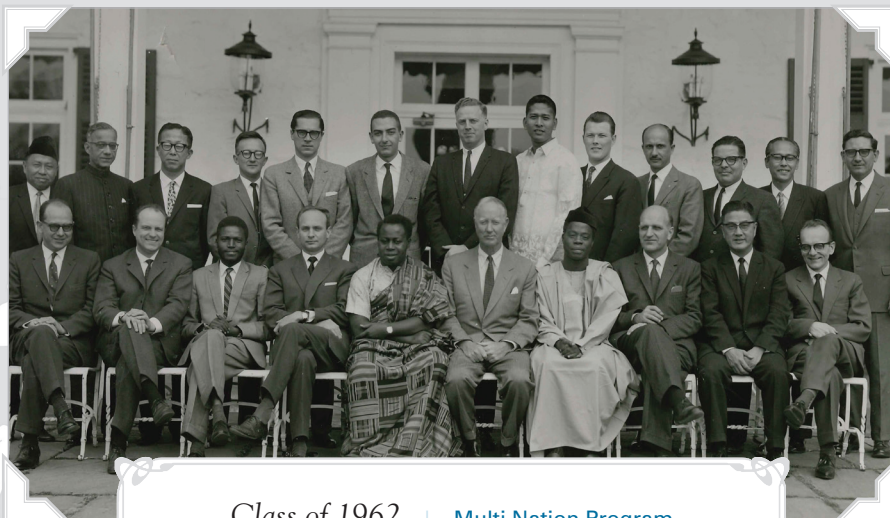


*Class of 1960* | Multi Nation Program



*Class of 1961* | Multi Nation Program





*Class of 1962* | Multi Nation Program



*Class of 1963* | Multi Nation Program



**BRAZIL**

// Influenced decades of  
reform in Brazil's mining  
and energy sectors //

1960

## Antonio Dias Leite

*Former Minister of Mines and Energy*

By the time he began his Eisenhower Fellowship in 1960, Antonio Dias Leite had established himself as a prominent professional in economics in Brazil. By 1949 he was an assistant professor in the Department of Statistics and Economics at the Federal University of Rio de Janeiro and he had completed the first national income estimates for Brazil, which became significant in the support of quantitative analysis of the Brazilian economy. Dias Leite said that as he began his fellowship, "I did not see myself as a future scholar and preferred to be a part-time professor, keeping contact with the real world problems as a freelance consultant. In my opinion, the main feature of the extensive visit to the U.S. was to understand the pragmatic and objective American way to conduct business and government."

On his fellowship, Dias Leite spent eight months traveling throughout the U.S. to gain insight and expertise that would help him improve the existing economic policies aimed at creating economic growth in Brazil. Soon after he returned to Brazil, he was invited to serve as the assistant Minister of Finance during a critical phase of negotiations between the U.S. and the IMF on Brazil's foreign

debt. Dias Leite then returned to the University, but continued to work with the Ministry of Finance, drafting a fiscal incentives law that benefitted forestation projects. This law remained in force for 15 years and resulted in more than three million hectares of plantations and induced foresters and wood processors to devote resources in genetic and technological innovation.

In 1967, Dias Leite was nominated president of the state-owned Cia Vale do Rio Doce, an iron mining operation, and in 1969, as Minister of Mines and Energy. During his five-year tenure as Minister, he was responsible for the first mapping



project of the Amazon region, which covered more than four million square kilometers. He also restructured the economic basis of both the mining and energy sectors, based in part on the practices he had witnessed during his fellowship. His policies, which remained in effect for the next 25 years, formalized the central operation of the hydro-thermic electric system and consolidated the administrative structure. Dias Leite said, "I believe that the understanding of the broad and long term perspective of American leadership in both private and government sectors served as a background for some critical decisions I had to make while

Minister of Mines and Energy."

Dias Leite continued to have a profound impact on Brazil. By connecting the companies working with the Ministry of Mines and Energy with the Federal University, Dias Leite helped to develop four research centers at the university campus focusing on electric energy, oil, minerals, and nuclear power.







## ARGENTINA

// Drafted a holistic reform  
of the Argentine stock  
exchange system //

1962

# Conrado Etchebarne

*Senior Partner, Cabanellas, Etchebarne, Kelly & Dell'Oro Maini*

In 1962, Conrado Etchebarne travelled from Argentina to complete his Eisenhower Fellowship with the Multi Nation Program. His objectives were to explore public offering and securities, stock exchanges, and other public/private institutions, as well as American lifestyles, family structure, religion, and culture. He also wanted to explore the importance corporations have on economics, politics and justice in developed countries, with the goal of understanding the significance they could achieve on social levels in a world with millions of stakeholders. Dr. Etchebarne described his experience as a golden opportunity that allowed him to learn that the household economy in the United States was already based on savings invested in business corporations. He returned to Argentina with a strong belief that a good relationship with the United States was crucial in the development of his country, and that the U.S. must have good relations with neighboring countries from South America.

After his fellowship, he was appointed by the Buenos Aires Stock Exchange to a position as an external advisor to the Presidency of the institution to draft legislation on securities for Argentina. His task was to draft a holistic reform of the Argentine

stock exchange system. This legislation created by Dr. Etchebarne was adopted as the law of public offering of securities, which created the Securities and Exchange Commission, which now regulates the public offering of securities and stock exchanges in Argentina. Soon after, he was named Argentina's Minister of Justice.

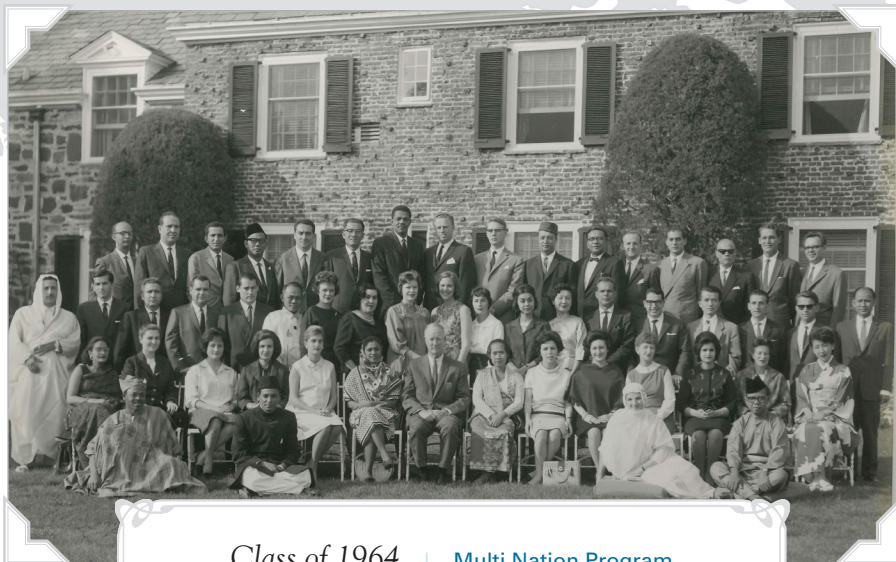
In addition to advancements in his professional career, Dr. Etchebarne has stayed involved in the EF community. The first democratic presidential elections in Argentina inspired him to propose the 1988 Single Nation Program for Argentina. As a result, this program was instituted and Fellows from the program went on to become Ministers of Education and Labor, an Army General and head of Gallup Poll, to name a few. Six years later he organized an international EF conference which hosted Fellows from five continents and EF Chairman President George H.W. Bush. He has headed his country's Nominating Committee for many years, and has been a trustee for 17 years.

At the closing dinner of the Latin American Regional program in November 2008, Eisenhower Fellowships presented a "lifetime achievement" award to Dr. Etchebarne. In announcing the award, EF President John Wolf said: "He is an outstanding Fellow who has

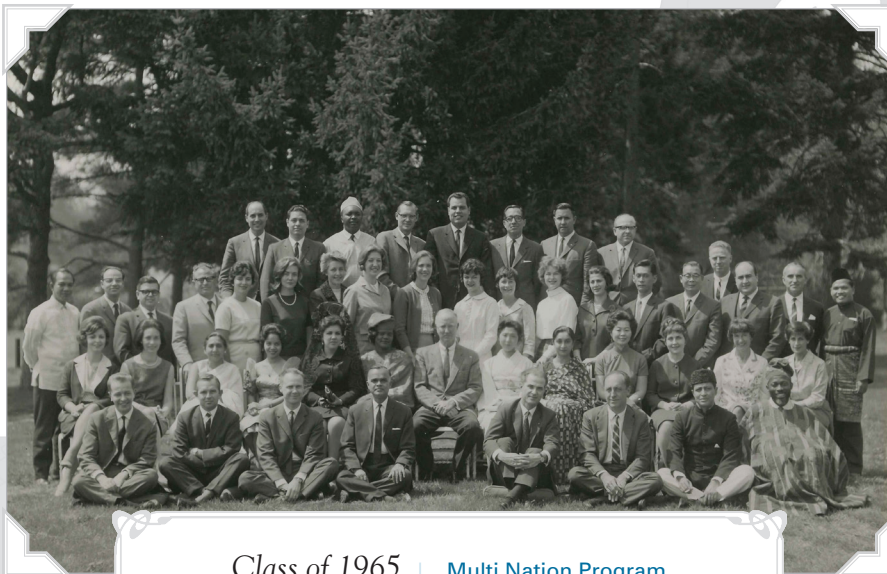
inspired numerous others with his leadership. He has given back more than we could have imagined to the Eisenhower Fellowships family." On May 17, 2012, Eisenhower Fellowships bestowed the *Distinguished Alumnus Award* upon Dr. Etchebarne to recognize his significant contributions in his field of work, and his outstanding leadership in the alumni network. The recipients of this award are recognized for their post-fellowship activities that reflect President Eisenhower's commitment to peace and productivity by working through direct personal contacts across boundaries. Currently, Dr. Etchebarne is a Senior Partner of the law firm Cabanellas, Etchebarne, Kelly & Dell'Oro Maini.

Of his Eisenhower Fellowship experience, Dr. Etchebarne has said, "I have embraced for the past 50 years the philosophy and values of EF. I have enjoyed being a member of Eisenhower Fellowships, an organization that opens the door, as it did for me, to potential leaders all over the world. It is always a joy and a challenge to find a candidate to be an Eisenhower Fellow and to follow his or her achievements after the fellowship, both in a personal and professional level. It's a unique experience for all of us who have the chance to be part of the EF family."



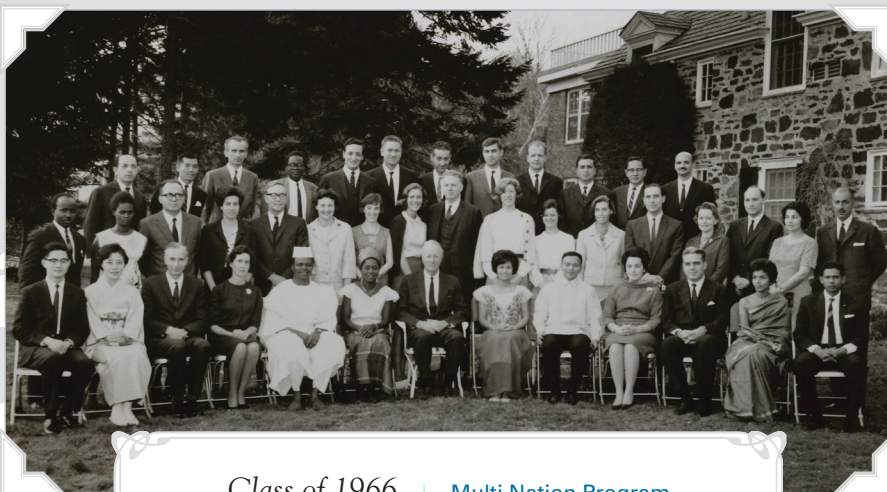


*Class of 1964* | [Multi Nation Program](#)



*Class of 1965* | [Multi Nation Program](#)





*Class of 1966* | Multi Nation Program



*Class of 1967* | Multi Nation Program





**GERMANY**

// Ultimately responsible for launching  
65 enterprises, including Germany's  
first venture capital undertaking based  
on the U.S. model //

1962

## Norbert Szyperski

*Founder and CEO, InterScience - Partners of Scientific Research and Entrepreneurs*



At a time of great discord in his country, just after the Berlin Wall was constructed, German Eisenhower Fellow Norbert Szyperski arrived in the U.S. in 1962 on his fellowship to bridge worlds between science, government, and business. That today every mayor in Germany can spell the word 'incubator' is thanks in large

part to Szyperski. More than 50 years ago, when the prevailing wisdom was that entrepreneurs should take their chances in the market, he disagreed. Believing that new business ventures deserved active support, he and his colleagues at the University of Cologne developed programs to promote entrepreneurship. That group was ultimately responsible for launching 65 enterprises, including Germany's first venture capital undertaking based on the U.S. model. Szyperski was personally involved in a number of those start-ups and still sits on the board of a few. He is modest about these accomplishments, and was quoted in the

McKinsey Company's magazine *McK Wissen*, as saying "I simply get the right people together with the right ideas ... The rest then happens by itself. You'll see."

Szyperski is also an expert on information technology, especially its role in business development, the focus of his fellowship in 1962. Based on his research at the University of Cologne, he has written extensively on IT as a tool for management decision-making, still relevant today. One of the major themes of his program was finding ways to resolve the social and economic challenges of automation. By establishing and maintaining relationships with universities and researchers, Szyperski has been instrumental in connecting the worlds of computers and engineering to share ideas amongst industry, business, and government.

Szyperski has actively encouraged cooperation between German and American scientists. The international perspective he gained from his fellowship strongly influenced him in 1988 when, with IBM executive Ronald Kay, he co-founded the International Computer Science Institute (ICSI) in Berkeley, California, an independent, non-profit institute that promotes international understanding through visitor programs and collaboration among

researchers. Szyperski maintains that many Germans pursue their post-doctoral programs at Berkeley, with a rate of more than 70% returning to their home countries to bring their energy and knowledge back into their own communities, similar to Eisenhower Fellows. In 2004, ICSI gave Szyperski and Kay its first Distinguished Service Awards. Another bond with the U.S. has been Szyperski's support of EF, as a member of the German nominating committee and as the founding president of the EF alumni chapter.

Today, Szyperski continues to work with researchers through the business research group Innovative Technologies at the University of Cologne, as well as with InterScience, a small consulting firm he founded in 1990. He has worked with firms in the Ukraine, as an advisor to an Indian software company, currently advises BAND, an angel investor group for young, innovative start-ups in Germany and is a member of numerous boards relating to entrepreneurship and regional development.

In October 2004 the president of Germany personally awarded Norbert Szyperski the Commander's Cross of the Order of Merit of the Federal Republic of Germany, a fitting recognition of a distinguished career.





ITALY

1967

## Giuseppe Cassano

*Professor, University of Teramo*

// 45 Years of Service to the Network //



When Cassano was selected as a Fellow in 1967, he was Director-General of the prestigious Institute for Studies on Economic Development (ISVE), Naples, which provided an intensive six month study on the Italian experience of economic development to leaders from developing countries. ISVE programs were coordinated with national Italian organizations, the diplomatic corps and international organizations including the Organization of American States (OAS) and the United Nations (UN).

The goals for Cassano when he embarked on his seven-month Eisenhower Fellowship to the United States were to strengthen the work of the ISVE, and to bring new ideas and new models to the program. In reflecting, Cassano recalls the friendships developed with professionals and Fellows alike, who were inherently linked by the same motivation and objectives to do better for those they served.

With 20,000 miles on his treads, and countless meetings and encounters, Cassano returned to Italy with the desire to share the wealth of knowledge he collected from economists, professors, managers, industrial companies and public institutions to enhance the work of the ISVE. He added a six-week study tour of Italy to the curriculum, designed a new course on institutions for economic development, invited American economists and professors to address the participants, and increased the number of foreign participants to the program. But the “spirit” of the Eisenhower Fellowship, for Cassano, meant much more. What pleased him most about the “takeaways” from his fellowship was the concept and practice of incorporating volunteers, including families to provide the all-important “human” dimension to the leadership development program.

The selfless giving of time and expressions of gracious hospitality and friendship happily

overwhelmed Cassano and his wife, Maria Grazia, during their stay in the U.S.

As a result, the gift of his fellowship—an experience that Cassano says “has had a profound and long-lasting effect on the human, social, and professional sides of my life”—has returned many benefits to EF Italy and the EF global network.

For 45 years, Cassano and his wife traveled the world to join Fellows at EF conferences, and helped to solicit the support of friends and colleagues to make these events a success. For the last 20 years, he has led the charge in Italy to recruit new Fellows as the coordinator of the nominating committee. Cassano spearheaded the first EF Day event in Italy and through his efforts renewed the interest and viability of the EF program and alumni chapter in Italy. These actions tell the story of a man committed to building, strengthening, and enriching the EF network to reciprocate the “spirit of Eisenhower Fellowships”.








*Class of 1968* | Multi Nation Program



*Class of 1969* | Multi Nation Program



*You have got to have something in which to believe. You have got to have leaders, organization, friendships, and contacts that help you to believe that, and help you to put out your best."*

—DWIGHT EISENHOWER, remarks to the  
leaders of the United Defense Fund, April 29, 1954



FRANCE

// Eisenhower Fellowships  
inspires a life reimagined //

1968

## Claude Henrion

*Former President, Institute of Strategic Deployment*



Claude Henrion describes his “blessed,” seven-month, 1968 fellowship by examining the events of that world-shaking year. He writes, “The spring of 1968 was blooming throughout the U.S., in all its glory. But heavy clouds were appearing in the distance, and spreading fast. Soon, France would be partly destroyed by a series of total strikes never heard of before in history. The U.S. would be deeply wounded by a number of dramatic events, including the assassination of Dr. Martin Luther King Jr., occurring while all the ‘68 Eisenhower

Fellows were gathered in Princeton for our Opening Seminar. Within weeks, a wave of urban riots would rampage across the whole United States, from coast to coast. I personally remember roaming through Camden and Trenton, among rioters, with my new EF friend, Dr. Jose Luis de Imaz, ‘68, Argentina, and later visiting Washington D.C., and, together with Mayor Walter Washington, personally touring areas of looting and burning while taking unforgettable pictures... a good way to discover firsthand yet another facet of this big country. Shortly thereafter, Senator Robert F. Kennedy was shot dead in L.A., just across the window from our hotel room, within walking distance ... Unforgettable experiences!”

Henrion says he felt the impact of his fellowship immediately when his employer (Canadian-based Massey-Ferguson Corporation) promoted him, at the age of 34, to board director and COO of the largest operations group, MF-UK, Ltd. The organization had four factories (among them the largest plant for tractors worldwide), 6,000 employees, and served 117 markets/countries.

Five years later, upon his return to France, Henrion took a teaching position at the highest level in France

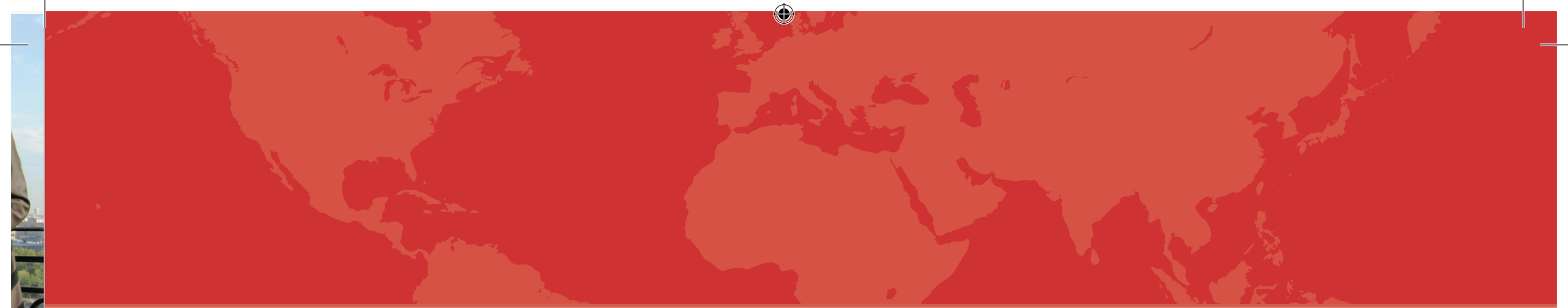
as a professor at Institut d’Electronique de Paris, a prestigious engineering university, and with ESSEC’s MBA program. While teaching, he reinforced several concepts he acquired during his fellowship.

Henrion describes the effect of an Eisenhower Fellowship as twofold. It dramatically enhanced his networks, both professional and personal, on wider international bases, and provided a greater understanding for the way he read any problem occurring in his life. This unique opportunity of being plunged into a different “atmosphere” for seven months resulted in new ways of comprehending the world and new attitudes of actual leaders coming from so many different horizons.

Eisenhower Fellowships had a deep impact on many aspects of Henrion’s subsequent 40 years of professional life, as well as his personal life. “It is impossible now,” he writes, “to envisage what life I could have had without the impact of this fantastic experience in terms of friends and international contacts on all continents...I must say that the many friends kept, with care and pride throughout the world, are still playing an outstanding role in my life.”







*The Eisenhower Fellowship is not merely a leadership program;  
it makes you a leader of leaders.*

—JEFFREY KOO, 1971 CHINA (TAIWAN)

## 1970s

Three firsts for EF in the 1970s would go on to shape the organization, its programs, practices and policies in the coming years. Women were now nominated and selected as Eisenhower Fellows. The first alumni chapter for Fellows (which would go on to become a model for other national associations) was founded by the alumni Fellows of China (Taiwan), under the leadership of Jeffrey L.S. Koo, Sr. And the first Fellows joined EF's Board of Trustees, providing a voice for alumni in setting EF policies.



*Class of 1970* | Multi Nation Program



*Class of 1971* | Multi Nation Program



*Class of 1972* | Multi Nation Program





*Class of 1973* | Multi Nation Program



*Class of 1974* | Multi Nation Program



## CHINA (TAIWAN)

1971

// “Leader of leaders” created  
the first EF Alumni Chapter //



## Jeffrey Koo

*Former Chairman, Chinatrust Holdings Co. Ltd*



In 1971, Jeffrey Koo traveled from China (Taiwan) to the United States to complete his Eisenhower Fellowship. He set out to explore three goals: to establish an investment process to make public savings available to new industries; to guide the development of a capital market; and to build a force of trained personnel experienced in general investment policies in China (Taiwan). Prior to his fellowship, he began his successful banking career in New York City and Japan before returning to Taipei. There, Dr. Koo rose in the ranks of Chinatrust Financial

Holding Company to Chairman. In addition to his work with Chinatrust, he was actively involved with young entrepreneurs in China (Taiwan). Notably, he founded the Lunch Club, a fraternity for young Chinese executives, and the International Chinese Executive Association through which young business leaders are encouraged to network internationally with their counterparts.

Dr. Koo, in reflecting on his fellowship experience, stated, “The Eisenhower Fellowship is not merely a leadership program; it makes you a leader of leaders”. Koo demonstrated this through several successes. Koo grew Chinatrust Financial Holdings into one of China (Taiwan)’s largest financial services groups. Under his chairmanship, Chinatrust was the recipient of numerous international and domestic awards for favorable banking practices. Koo’s dedication and leadership extended far beyond the banking industry. Soon after his fellowship and return to China (Taiwan), Koo founded the very first Eisenhower Fellowships Alumni Chapter, now in its 40th year of operation. The chapter, over which Koo presided as chair and president, created numerous programs and events under the Eisenhower Fellowships banner. These included the first international Eisenhower Fellowships’ conference in the Asia Pacific held in Taipei in 1977, a “reverse” exchange program sponsored

by the alumni association that has brought 72 Fellows to China (Taiwan), and in 2010, the first Cross–Strait Youth Leadership Camp in Taipei.

Koo was also a member of Eisenhower Fellowships’ Board of Trustees, and was an extremely generous supporter and encourager of the fellowship program. In 1973, he began making annual contributions of significant sums to Eisenhower Fellowships. After Dr. Koo’s passing in 2012, EF established an annual fellowship in his name through a grant provided by Chinatrust Financial Holding Co., Ltd. and the Koo family.

In 2002, Koo received the Order of the Brilliant Star with Grand Cordon from the China (Taiwan) government for promoting international relations and trade diplomacy. After receiving the award, he said “It is good to have the recognition of the government, but I think I should also share some of the honor with the Eisenhower Fellowships.”

In 2011, Koo received the Distinguished Alumnus Award for promoting international exchanges and world peace, for his long and illustrious history as an EF donor, trustee, nominator of new Fellows, and president of the China (Taiwan) Fellows’ alumni association. In a statement Koo made to the press in Taipei, he praised Eisenhower Fellowships for the contributions it has made to the world over the years, and stated that he hoped it would continue to make a difference in the finest of traditions.



**MALAYSIA**

1972

## Anwar Fazal

*Chairperson, Think City*

Forty-one years after the completion of his Eisenhower Fellowship, Anwar Fazal reflects on the course that this experience set for him throughout his life. Fazal notes that his six month expedition as an Eisenhower Fellow “enabled my lifetime journey in two principal tracks of my life – the challenges of urban governance and that of advocacy for the public interest.” In each of those facets, Fazal has gone on to have a tremendous impact.

Fazal was selected as a Fellow in part for his leadership in activism, and upon his return to Malaysia this commitment was strengthened by his fellowship. As the Director of the Asia and Pacific Regional Office of the International Organization of Consumers Unions (IOCU) during 1974–1990, and the President of IOCU, Fazal ensured that the voice of the poor consumers in the developing world was heard in international fora. Fazal says that these roles were precipitated by the richness of knowledge and experience he gained in witnessing the challenges of poverty, crime, drug abuse and environmental issues, as well as his meetings with the American Indian Movement and Ralph Nader at the Board of the Consumers Union in the U.S. during his fellowship.



**// Bringing local issues  
to the global stage //**

For over a decade, Fazal led the United Nations Development Program called “The Urban Governance Initiative”, which he notes “was described as one of the most relevant and creative initiatives, thanks to the Eisenhower Fellowship exposure.” He says that his ability to lead this initiative was a result of “meeting the doers in the more than two dozen cities I explored, big and small, old and new, and learning from the challenges they faced and the creative solutions that made a difference.” Fazal has continued to found and be one of the prime movers of several local and global citizens movements, among them the Consumers Association of Penang founded in 1969, International Baby Food Action Network formed in 1979, Health Action International in 1981 and Pesticide Action Network formed in 1982. His determination and driving force helped establish the much-needed Consumer Interpol in 1981, which was a consumer and environmental alert system to monitor the global trade in hazardous products and technologies. Throughout the 1990s he was involved in setting up the World Alliance for Breastfeeding Action, the Water Watch Asia, the Sustainable Transport Action Network, Waste Wise Asia, the Asian Partnership for International

Migration and the Malaysian Society for Transparency and Integrity.

Currently, Fazal is the Chairperson of Think City, an organization working to transform George Town, Malaysia into a culturally vibrant and sustainable city through projects that are catalytic, developmental, inclusive, sustainable, and that encourage partnerships. He is also the Director of the Right Livelihood College, a global capacity building initiative based at the Universiti Sains Malaysia that aims to make the knowledge of the laureates of the Right Livelihood Award, popularly known as the “Alternative Nobel Prize”, accessible to all.

Reflecting on his experience and impact since his fellowship, Fazal says, “The Eisenhower Fellowship experience has truly been great and deep. The greatest experience was just to see, smell and feel the great confrontations between those that were sapping the vitality, integrity and humanity of the U.S. and those who were seeking value for its people and the environment. The battles between these points of view continue today and I continue to be inspired by my Eisenhower experience, and continue both tracks of what was unleashed through my fellowship.”







*Class of 1975* | Multi Nation Program



*Class of 1977* | Multi Nation Program



*1976 San Francisco World Forum*





*Class of 1978* | Multi Nation Program



*Class of 1979* | Multi Nation Program



JAPAN

1977



// Dedicated her career  
to equal rights for  
Japanese women //

## Kiyoko Fujii

*Special Advisor, Yokohama Women's Association for Communication and Networking*

After the International Women's Year in 1975, the Japanese Government became more responsive to elevating the status of women. The Women's Office was established in the Prime Minister's Office to promote and coordinate policies for women. As the first female Eisenhower Fellow from Japan, Fujii chose to explore "women's role in society" in the U.S., during her 1977 fellowship. She was already immersed in a career centered on women's affairs and a firm supporter of the advancement of the Japanese woman's status.

At the time, the strongest issue for women workers in Japan was the enactment of the Equal Employment Opportunities Law. In the U.S., women's movements were becoming increasingly active. While on her fellowship, she met with many people in government, women's organizations, trade unions, educational institutions, and private organizations concerning the Equal Rights Amendment. Kiyoko made a point of studying Title VII of the U.S. Civil Rights Act of 1964, which prohibits discrimination based on race, sex, religion and national origin, as well as taking influential lessons from her meetings at the Equal Employment Opportunity Commission and the Department of

Labor. One of Kiyoko's biggest discoveries during her program was to learn of the strong community of anti-equal rights groups in the U.S.

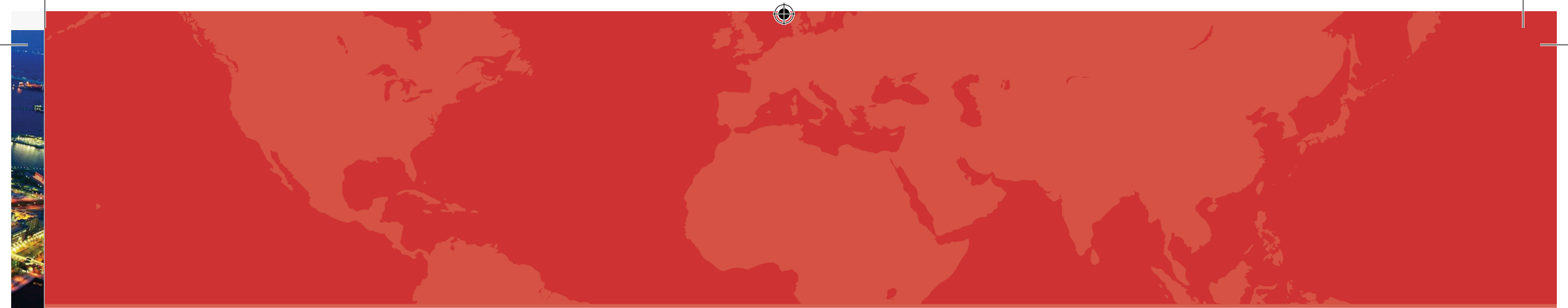
When Kiyoko returned home to Japan, she felt she had the knowledge and experience necessary to prepare and execute laws. She continued her work towards achieving equal rights for Japanese women, and over the next decade, played a part in many of the country's advancements on this pressing issue. In 1984, Kiyoko became the Director of Women Workers' Division and her responsibilities were to improve the welfare of women workers, particularly those on maternity and family care leave, and to address the status of part-time and industrial home workers. The following year, the Equal Employment Act was passed in Japan, to which Kiyoko attributes the widening equal opportunity for women, and for making the Japanese citizens more aware of the equality divide. In 1988, she became Chief of the Women's Affairs Office in the Prime Minister's Office. She attributes her experiences in the U.S. as influencing her successes in both important roles.

In 1990 Kiyoko began working for the International Labor Organization's Tokyo Branch Office, which

allowed her to participate in many international conferences, including those affiliated with the United Nations. In 1998, Kiyoko became Deputy Mayor of the City of Yokohama. The most important task in this position was the execution of the "Care Insurance Act." Kiyoko's visits to nursing homes in the US, which she admired for their organization, inspired her to utilize both private and public institutions for the development of the Act. In 2002, Kiyoko became President of the Yokohama Women's Communication. She believes that networking and the knowledge she gained from her program were very useful, especially since domestic violence and female-headed family issues had become key issues in Japan. Kiyoko used the EF network to invite domestic violence specialists to come to Japan to help Yokohama in its efforts to help address and remediate these issues.

When asked to reflect on her life as an EF alumnus, Kiyoko remarks, "I fully appreciate the EF program and would like to extend my deepest thanks to all the people engaged in the organization. I hope this program will continue to help and to contribute to the furtherance of the prosperity and peace of the world."





*What my husband and I didn't realize at the time was how much more Eisenhower was to be than a once-in-a-lifetime trip. We didn't know the value of the network, of other Fellows. We didn't know that we would be able to roll into a strange city, look in a directory and call someone who would become an instant friend. We didn't know that conferences around the world would enrich us personally and professionally. We didn't know how much we would have to hold onto from that month in 1989.*

—ANNE SWARDSON, 1989 USA

## 1980s

An expansion plan to triple the number of annual Eisenhower Fellowships was initiated in 1986 with the advent of a second program cycle for international Fellows in the form of "Single Nation" and "Single Region" programs beginning with the Philippines. To complement the two annual programs for international Fellows, the USA program was re-launched in 1989, sending USA Fellows to a half-dozen countries whose alumni Fellows led efforts to organize the Fellows' programs and provide financial sponsorship.



*May we, in our dealings with all the peoples of the earth, ever speak the truth and serve justice. —DWIGHT EISENHOWER*



*Class of 1980* | Multi Nation Program



*Class of 1981* | Multi Nation Program



*Class of 1982* | Multi Nation Program





## LEBANON

// Laid the groundwork for  
the regulation of media  
outlets in Lebanon //

1982

### Ghassan Abu-Shakra

*Director of Cinema, Theater & Exhibition Affairs, Ministry of Culture*

When Ghassan Abu-Shakra returned to Lebanon in June 1982 after his three-month Eisenhower Fellowship in the U.S., he was stunned with the start of a new war in his country. The Israeli army had invaded southern Lebanon, reaching the outskirts of Beirut. The war complicated many situations in Lebanon by escalating political struggles, and by further confusing the economic and sociological situation which had persisted for more than two decades. As a result, the war increased Abu-Shakra's interest in his work, and signified the importance of his role at the Ministry of Information.

During this time, the media in Lebanon was almost unaware of the progress in western broadcasting and production. Abu-Shakra also began to face struggles in his work in the media, particularly due to Lebanon's national security, which was torn between local and international forces. Many Lebanese called this the "other war on our soil". Because of his fellowship, Abu-Shakra had the opportunity for exposure and regular updates through the connections he made regarding the advancement of satellite transmission, and new rules and regulations in the U.S.

In the early 1990's the Lebanese civil war ended and the government reached an agreement on national security by the issuance of the Tayef Agreement, now considered a part of the new Lebanese constitution.

Knowing that during the war, every party, religion, sect and district had their own agenda and media outlets serving propaganda, the Lebanese government was also forced to restructure its media outlets.

Abu-Shakra saw this as his opportunity to make use of the expertise and training he gathered during his fellowship. He was appointed the difficult task of organizing the national restructure of conference media outlets in Lebanon. With the completion of his assignment emerged a new foundation of laws which laid the ground work for the regulation manual of media outlets in Lebanon. This paved the way and contributed greatly to the spread of peace and an increase in patriotism.

Abu-Shakra attributes his success in this process to the assistance he received from his long list of contacts and friends he gained during his program, as well as through his exposure to various media sources in the U.S., particularly public television. He



states that, "the Eisenhower network always assisted, aided and advised me by offering any information required. I was overwhelmed by the sincerity of the advice I received from my fellow colleagues, which extended beyond a work relationship to become like a family bonding". Abu-Shakra even received calls from the network inquiring about his and his family's safety and offered him refuge in their homes.

Abu-Shakra remembers that, "all this made me feel that I belong to another, bigger family which is the Eisenhower Fellowship, a brotherhood which we share with several noblest ideas and the thoughts of President Eisenhower. I still carry to this day two symbolic treasures, which are the key of my home away from home, which was given to every Fellow in 1982. The other is the pin from my fellowship, which the fear of losing made me transfer it to a golden ring that does not leave my hand and which I am always honored to wear".





## AUSTRALIA

1983

### Jeremy (Jerry) Ellis

*Chairman, MBD Energy Limited*



#### // Developed the world's largest mining company //

When Jerry Ellis departed for his fellowship to the United States in 1983, he was serving as the General Manager for Corporate Planning for The Broken Hill Proprietary Co., Ltd (BHP). BHP was Australia's largest industrial company with interest in oil and gas, steel and minerals. Little did Ellis know that his position in the company coupled with his Eisenhower Fellowship experience would put him in the position to help guide BHP through a process that would become pivotal in its development into the world's largest mining company.

At the time, there was a mining company in the United States known as Utah International. Originally founded as a construction company in Utah, the company had grown into a mining powerhouse based in San Francisco. In 1976, the company was bought by General Electric (GE). When Jack Welch came on as Chief Executive Officer of GE just prior to Ellis' fellowship, Welch was looking to divest GE of its mining interests. BHP was poised to acquire the company and expand their global reach in the industry.

Both BHP and Ellis were aware that the success of this acquisition was largely dependent on the ability for a smooth transition and integration of the U.S. firm into the Australian company. What Ellis witnessed on his travel throughout the U.S. was that while there were many similarities between businessmen in the U.S. and in Australia, there were many striking differences as well. The corporate governance structure in the U.S. was in some cases antithetical to the Australian model, where U.S. companies would often have the same individual serving as both Chairman and CEO of the

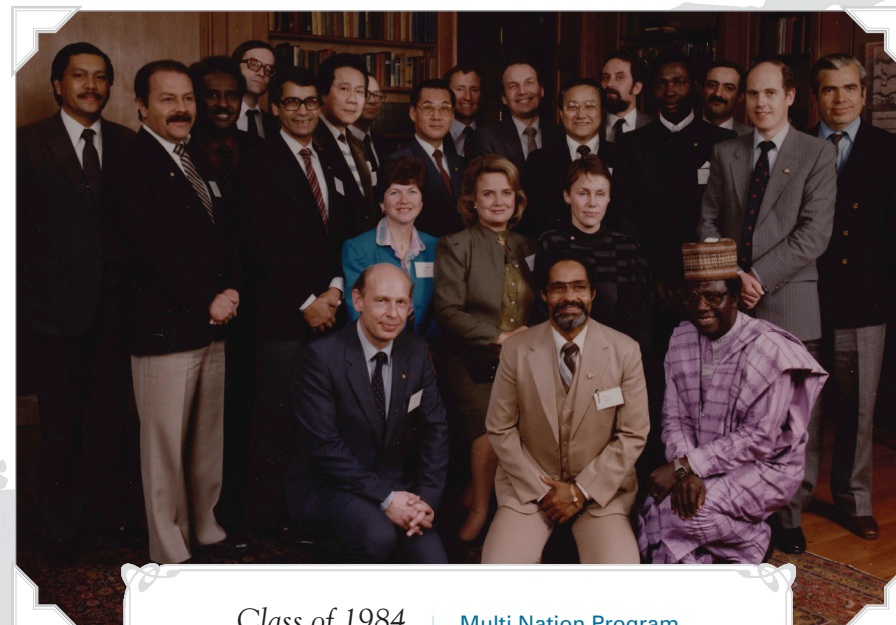
same company. The way in which U.S. businesses interacted with government in regard to political contributions was another striking contrast to Australian culture. As Ellis travelled and met with business leaders, he gained key insights into the intricacies of both U.S. business and the individuals who operated within this paradigm.

Upon return from his fellowship, BHP was looking for someone who could lead the charge in designing a plan for a successful transition and integration of Utah International into their company. Because of Ellis' extensive first-hand experience with U.S. business culture on his fellowship, they tasked him with this endeavor. Ellis had the unique opportunity of having been able to meet some of the leadership at Utah International while in the United States, and understood how they operated. When BHP formally acquired Utah International in 1984, Ellis was able to leverage both the contacts he made on his fellowship and his insights into the culture of U.S. businesses to ensure a successful integration. Ellis said, "The modern BHP's most significant act in becoming the world's largest mining company was the successful acquisition of Utah International."





Class of 1983 | Multi Nation Program



Class of 1984 | Multi Nation Program





*Class of 1985* | Multi Nation Program



*Class of 1986* | Multi Nation Program (above)  
Philippines Single Nation Program (below)





## CHINA (TAIWAN)

1985

// Believed his country had to overcome its difficulties in pursuit of the goals of trade liberalization and internationalization //



## Vincent Siew

*Vice Chairman, Kuomintang*



Vincent Siew believes his fellowship in 1985 gave him the opportunity to have a deeper understanding of the United States. By being acquainted with Fellows from all over the world, he enhanced his broader international perspective, as well as the

ability to network, tools which have been extremely helpful in every aspect of his career to date.

During his program, Siew visited Yale University to meet with Professor Yu Ying-shih to talk about the influential power of cultural factors. As a distinguished historian, Ying-shih's viewpoints and analysis in this context still influence Siew today. He also traveled to Washington, D.C., to meet with several leaders in Congress to discuss their viewpoints on economics, particularly trade liberalization. These discussions had a long-term effect on his later career of handling international trade and national economic development.

In the late 1970s and early 1980s, China (Taiwan) began purchasing American goods to narrow the Taiwan-U.S. trade deficit. Siew believes his fellowship pushed him to get involved in this endeavor, as he has either planned or personally led several "buy American" missions. He believes that his country had not simply bought American goods, but more importantly earned American friendship. As a result of these missions, many in Congress have strongly supported China (Taiwan).

Siew credits his fellowship for helping him significantly in several of his positions. In his tenure as the Minister of Economic Affairs from 1990-1993, he successfully integrated China (Taiwan)'s economy with the General Agreements on Tariff & Trade (GATT) and the Asia-Pacific Economic Cooperation (APEC). When he was chairman of the Council for

Economic Planning and Development from 1993-1995, he represented President Lee Teng-hui many times during the APEC's Leader's Summit.

Siew's fellowship has sparked many collaborations as well. In 1997 Siew was appointed by the President to form the cabinet of the central government. Siew invited active political figures and other prominent Eisenhower Fellows based in Taipei, such as Paul Chiu (1988), Jih-chu Lee (2001), and Chi Schive (1996), to join him as members.

While on his fellowship, Siew learned the American values of political democracy and economic freedom. This helped him in solidifying his belief that, no matter what, his country had to overcome its difficulties in pursuit of the goals of trade liberalization and internationalization. This mentality is something Siew continuously pushed for in each of his positions. His fellowship, compounded by this belief, instilled in him the determination to move from an administrative officer as the director general of the Board of Foreign Trade to an extremely successful political career, which he describes as his greatest professional change. Beginning as a minister, he advanced to positions as chairman of the Council, legislator, prime minister and then served as vice president of China (Taiwan) until 2012.

Of his fellowship, Siew states, "to be frank, I really appreciate very much the fellowship, and it has been a great help to my career, and as a result to my country also".



## ARGENTINA

// Bringing peace and justice  
through worldwide education //

1986

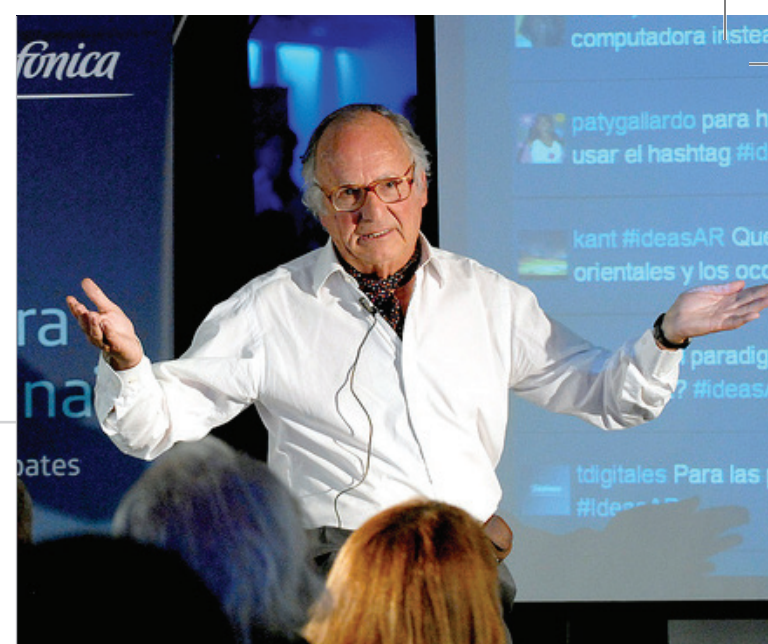
# Antonio M. Battro

*Chief Education Officer, One Laptop Per Child Association*

Antonio M. Battro is now unfolding several of the inspiring ideas that were launched during his Eisenhower Fellowship in relation to education, computers and the brain. Well before the Internet, he was already practicing with computers and the disabled and expanding information technologies as "prosthesis of the brain". In his final report as an Eisenhower Fellow of May 1986 he wrote: "it is no longer sensible to define educational development in narrow, nationalistic terms. The great population explosion of the world requires an international approach to dealing with the billions of children who will need a sound education in the near future if we are to maintain justice and peace in the world".

This idea was shared by many of the scientists with whom he met during his Eisenhower Fellowship in the U.S., in particular by Howard Gardner, professor at the Harvard Graduate School of Education and Jonas Salk, director of Salk Institute for Biological Studies, who gave him great support. Battro became the Robert F. Kennedy Visiting professor of Latin American Studies at Harvard in 2002-2003.

Today this educational challenge is reflected by the Millennium Goals of the United Nations and inspires the work of thousands of experts around the world. One of the first initiatives to induce a radical change in education was made by Nicholas Negroponte at MIT who created in 2006 the One Laptop Per Child Foundation (OLPC) ([www.one.laptop.org](http://www.one.laptop.org)) with the mission to give to every child and teacher a sustainable and connected digital platform for learning and teaching, in particular to those most in need in poor countries. Battro became the Chief Educator Officer of OLPC. This project has already distributed more than



two million laptops in 40 nations and in 2013 will introduce specially designed tablets for children that will greatly expand a most needed digital education around the world.

At the same time and following the formidable progress of the information and communication technologies in education, the new field of neuroeducation started to develop. Battro became the second president of the International Mind, Brain and Education Society (IMBES) ([www.imbes.org](http://www.imbes.org)) and an associate editor of the IMBES Journal. He is also a member of the Pontifical Academy of Sciences ([www.pas.va](http://www.pas.va)) and of the Academia Nacional de Educación (Argentina). Battro is currently working with an international team of experts in simultaneous brain images using dialog between teachers and students to improve neuroeducation. Twenty-seven years after his fellowship, Battro presses on in his many roles to address the need he articulated so well in his final report: to "maintain justice and peace in the world" through "sound education".





## NIGERIA

// Utilizes media to advocate for democracy, while mentoring a younger generation of leaders //

1986

# Doyin Abiola

*Former Chair, Integrated Microfinance Bank, Plc*



"In my younger days and before my Eisenhower Fellowship experience, I was simply in awe of America and Americans. Needless to say, familiarity has dulled that awesomeness!

However, my induction as an Eisenhower Fellow marked a turning point in my leadership concept which was then based on what I saw around me in my country: Nigeria." For 1986 Eisenhower Fellow Doyin Abiola, leadership was "self-serving, arrogant and uninspiring," becoming "a global problem in different guises" with societies whose leaders "do not inspire unlike the inspirational General Dwight Eisenhower".

Apart from the dedicated men and women working at the EF headquarters in Philadelphia and the band of Fellows all over the world who form a unique source of personal inspiration, Abiola also remained inspired by General Eisenhower. She believed he "stood out shoulder high as one of my inspirational sources for leadership. As the

Supreme Commander, he led the Allied Forces of 160,000 men in the Battle of Normandy to bring World War II to an end. He did not rest on this but became head of the American Occupation Zone in Germany, Chief of Staff, President of Columbia University, Supreme Commander of NATO, and President of the United States of America. He had his share of successes and setbacks but his remarkable attribute was that no matter the situation in which he found himself, he did not shirk his responsibilities of leadership. He led, no matter the circumstances."

How did he do it? Abiola notes Eisenhower's trustworthiness, empathy with those he led; and his humility with sincerity of purpose. Stories of his simplicity and refusal to be taken over by the grandeur of his office abound, but one stood out as a lesson for her. Abiola notes, "Reportedly, on a cruise around the Isle of Capri, he was shown some villas meant for him and other generals. Rather than accept the privilege of his status, he angrily refused the offer for himself and assured that no general under his command will take the offer. He led by example; simple, with no excuses."



Abiola's Eisenhower Fellowship brought General Eisenhower in her purview for good, and with this inspiration she has become an advocate for democratic rule in Nigeria with a group of professionals known as the Patito Gang. Despite her husband's mysterious death after the 1993 Nigerian Presidential election (which he won), Abiola continued to speak out on current (and sometimes controversial) political issues affecting the Nigerian populace. As a leading journalist, she utilized television/radio broadcasts, advertorials and interactions with political leaders to spread her message. Abiola also continues to mentor young and upcoming Nigerians and offers her professional services to those in need of them. When asked about her success, Abiola offers that "self-assessment is often self-serving, the best yardstick is the impact on the society as a whole. We are keeping hope alive for Nigerian inspirational servant leader(s) like General Eisenhower, whose badge of fellowship I wear with great pride. It is an honor and privilege to be associated with his memorial fellowship. Happy 60th anniversary and many more years to celebrate!"



## CROATIA (FORMER YUGOSLAVIA)

1987

### Igor Dekanic

*Former Domestic Policy Advisor to  
the President of the Republic of Croatia*

// **"The spirit of vision acquired during my  
Eisenhower Fellowship is going to last"** //



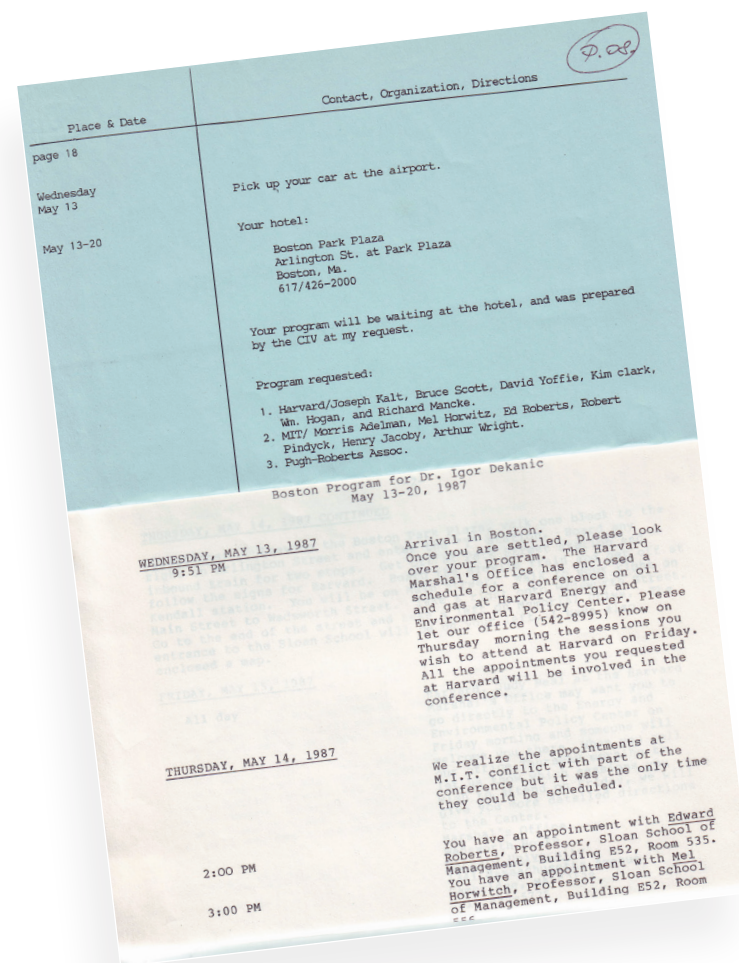
When Igor Dekanic was selected to be an Eisenhower Fellow in 1986, he had served as vice minister for science and technology in Croatia (part of former Yugoslavia). Five years earlier he had acquired a PhD in technical sciences, and had worked for some years in the R & D department of INA – Oil Industry, the biggest company in Yugoslavia at the time.

It was the time of the Cold War and of political partition in two globally confronted blocs. At that time, Dekanic was convinced that a reformist approach was the best way to manage conflict and that reform was the main tool to improve economic and societal issues. Shortly after his return to Croatia, significant changes began in his country as the twentieth century came to an end. In Dekanic's opinion, these changes were not driven by reformers, but by hard-liners with the intent to destroy parts of the societal structure.

Dekanic considered his EF experience as a catalyst to participate in remarkable events in his country. From the mid-1990s to 2005, he was politically active in Croatia, with a mission to be a part of the democratization efforts and served as a political advisor to the President of Croatia. Shortly after the attacks of September 11, 2001 in the U.S., Dekanic realized that the ideological issues in Croatia were being replaced by geopolitics, and some of the basic issues were connected to the energy sector. Dekanic's perspective acquired through his Eisenhower Fellowship experiences moved him to resign the duty of political adviser to the president of Croatia. He returned to university and to writing books on energy, economics and geopolitics.

Now, 26 years after his fellowship, the Cold War and partition of Europe are almost forgotten facts, and Croatia is a European Union Member State; however, the economic crisis continues. Of

his fellowship and the current state of his country, Dekanic says, "In philosophy the crisis occurs through the absence of any kind of questioning the social structure, except economic growth. In politics the absence of political visions is expected. However, the spirit of vision acquired during my Eisenhower Fellowship is going to last. For me, I am convinced that the best part of that unique experience is still about to begin. Perhaps, it will be fulfilled in my next book, with the working title: *Energy and Civilization*."







Class of 1987 | Multi Nation Program (above)  
Korea Single Nation Program (below)



Class of 1988 | Multi Nation Program (above)  
Argentina Single Nation Program (below)







Class of 1989 | **Multi Nation Program** (above)  
**Ireland Single Area Program** (below)



Class of 1990 | **Multi Nation Program** (above)  
**Indonesia Single Nation Program** (below)







## SINGAPORE

// In 1986, he was tasked with restoring Singapore's economy after their 1st recession, By 1988, Singapore's economy was repaired and full employment restored. //

1987

# Philip Yeo

*Chairman, SPRING Singapore*

"Invest in your young people. Nurture and develop them to be future leaders. They will bring your country to the next level of progress." This is the advice Philip Yeo offers to new Fellows, with the track record to prove it.

In 1986, one year before he would travel to the U.S. for his Eisenhower Fellowship, Yeo was appointed Executive Chairman of the Singapore Economic Development Board (EDB), with the task of restoring the manufacturing sector, encouraging export-oriented services, and building up small and medium enterprises to counteract Singapore's first recession (1985–1986). At that time, two future Eisenhower Fellows from Singapore (David Lim, '00, and Tan Chin Nam, '95) joined Yeo as director of planning, and managing director at EDB, respectively. By 1988, Singapore's economy was repaired and full employment restored.

Of his fellowship, Yeo says, "I wanted to learn the functioning of public and private R&D in America and to search out lessons that could be applied to

Singapore to upgrade from a skill/capital-intensive economy to a knowledge-based economy in the long term. During my 11 weeks with EF in 1987, I visited institutional, academic, and corporate research laboratories in 52 cities in America."



Energized by his success in turning the economy around and inspired by what he had seen in the U.S., Yeo longed to do more. In late 1989, he proposed to the Singapore government the creation of a public research and development facility which could help to support the building up of private R & D capabilities. The National Science and Technology Board (NSTB) was established in early 1991.

In 2001, Yeo took on the appointment of Executive Chairman at NSTB. He refocused the NSTB in two key areas: biomedical sciences research and the development of human capital. The name of NSTB was changed to the Agency for Science, Technology and Research (A\*STAR).

A "next-generation" science park, Biopolis, was soon formed. Construction began in December 2001 on

a three million-square-foot complex of 12 integrated research buildings for biomedical research. State of the art facilities now house leading international pharmaceutical companies and researchers in genomics, nanotechnology, bio-informatics and other cutting edge disciplines. Yeo's 1987 EF "classmate", Alfonso Vega of Spain, became a key member of his international advisory team which planned the integrated community for living, working, and playing in the growing complex. By 2012 a 500-acre, One North Complex was created which now houses Biopolis, Fusionopolis, and Mediapolis. Fusionopolis promotes the fusion of science, arts and business and Mediapolis' goal is to evolve into a new media city.

A\*STAR launched a National Science Scholarship program to fund the overseas and local training of 1000 Ph.D. scholars over 10 years (2001-2010). The first batch of PhDs have returned and are now guiding the younger researchers.

Not one to be content with slowing down after these considerable achievements, Yeo's current activities include township development projects in Brazil and Asia, in collaboration with fellow Fellows, Alfonso Vega and David Lim.





## SPAIN

1987

# Alfonso Vegara

*President & Founder, Fundación Metrópoli*



"A dream come true" is the phrase Alfonso Vegara uses to describe his Eisenhower Fellowship experience. As a 32-year old architect and economist in 1987, his dream as a Fellow "was to inspire the creative transformation of cities around the world." At that time, the disciplines that dealt with the built environment were facing unprecedented global challenges, with visible implications for the environment, the consumption and creation of energy, the mitigation of climate change, and fomenting a new digital society. These scenarios led to the emergence of the definition of sustainable development, which gradually permeated daily lives. Vegara recognized that "in light of this visible impact that humankind had on the earth over the past 150 years, the greatest challenge of the 21st century became building a sustainable future."

Concurrently, the role of cities was gaining unprecedented prominence. Society was increasingly more urban, generating complex and dynamic living structures. A diverse range of metropolitan areas, city-regions, nodes of innovation, networked territories, mega-cities and new supra-regional areas, came to define our current global habitat.

In this context, during his fellowship, Vegara chose to study U.S. cities, and how local leaders, universities, civil society organizations, authors, and experts were facing the challenge of building a sustainable future, city by city, on our increasingly smaller planet.

"The tangible result of my fellowship", says Vegara, "was the creation of Fundación Metrópoli, a foundation belonging to the emerging generation of 'intellectual capital institutions' dedicated to creating and sharing knowledge to build a sustainable future." Fundación Metrópoli has connected major cities in over 20 countries around the globe through innovation hubs, experimental

architecture, urban research, cities arts programs, eco-cities, seed capital, green funds and more. In the process, Alfonso Vegara, president and founder, was appointed as an advisor to the Government of Singapore and to the cities of Curitiba, Dublin, Bilbao, Casablanca, and Sydney. Vegara was recognized with the European City and Regional Planning Award in 2006 and in 2007, and the King of Spain presented him with the Jaime I Award for Planning, Landscape and Sustainability.

Considering the success of Fundación Metrópoli, Vegara says, "The most memorable impact of my fellowship however, was the relationship that I built with my associate Fellows, from more than 20 countries, and the global network of friends and partners that emerged as a result of the fellowship. Fellows from the 1987 class, like Philip Yeo (one of the fathers of the economic miracle of Singapore), Javier Beristain from México, Enrique Zuleta from Argentina, Donald de Buitler from Ireland, along with other Fellows and trustees such as Jeremy Ellis from Australia, Ronnie Chan from Hong Kong, Sumio Takeichi from Japan, Eduardo San Martin from Chile, and many more made important contributions and opened doors in their respective countries for the creation of a network of cities and universities connected with Fundación Metrópoli which has made an impact, quite literally all over the world."

**// Recognized that "in light of this visible impact that humankind had on the earth over the past 150 years, the greatest challenge of the 21st century became building a sustainable future..." //**





## IRELAND + NORTHERN IRELAND

1989

### Patrick (Paddy) Teahon, Ireland

*Consultant, Teahon  
Consulting Ltd.*



1989

### David Lavery, Northern Ireland

*Director-General,  
Northern Ireland  
Court Service*



#### // Fellows' trust aids in peace negotiation //



Every Eisenhower Fellow will tell you of the inherent trust and respect for other Fellows as a result of their shared fellowship experience. Often, this opens the doors for friendship, business deals, and other collaborative projects. Occasionally, it is this connection that allows for tremendous change. Such was the case in the Northern Ireland peace process.

Paddy Teahon and David Lavery met each other on the 1989 Eisenhower Fellowships' Single Region Program. Nearly ten years later, the two would find themselves coming together again as they participated in the multi-party political negotiations that would lead to the Good Friday peace agreement of 1998. Teahon, serving as the secretary to the Taoiseach's Office (the Irish Prime Minister's Office), and Lavery, who was Principal Private Secretary to Northern Ireland's First Minister, drew on the trust they developed as Fellows to keep the negotiations from crumbling.

The peace talks, which were chaired by U.S. Senator George Mitchell, began in June 1996 and involved all of Northern Ireland's political Parties, including several closely associated with terrorist organizations. The talks lasted almost two years, concluding with the historic Good Friday Agreement of 10 April 1998. In their capacity as conference delegates representing the Irish and British Governments, Teahon and Lavery credit their fellowship experience for giving them

the foundation of mutual trust upon which they were able to build to stay the course and see a successful negotiation conclude.

Teahon and Lavery have since played a key role in the re-establishment of democratic institutions of government within Northern Ireland and the sustaining of good relations between the Northern Ireland Administration and the Irish Government. Teahon, as principal advisor to Irish Prime Minister Bertie Ahern, and Lavery, who was appointed Principal Private Secretary to Northern Ireland's First Minister, The Right Honorable David Trimble, maintained open channels of communication between the Prime Ministers' offices in Dublin and Belfast. When EF Chairman General Colin Powell awarded the Irish Fellows with the Distinguished Alumnus Award in 2008, he recalled President Eisenhower's vision: "Dwight Eisenhower said that the world must 'avoid becoming a community of dreadful fear and hate, and be, instead, a proud confederation of mutual trust and respect.' Through your words and your actions, you promote his vision of a world where dialogue leads to understanding, and understanding leads to peace and prosperity."



THAILAND

// Raising culture  
to a new level  
of appreciation //

1989

## Pisit Charoenwongsa

*Center Director, SEAMEO*



Pisit Charoenwongsa became an internationally recognized archaeologist in the 1970s, following a research project he co-directed with the late Dr. Chester F. Gorman from the University of Pennsylvania's Archeology and Anthropology Museum. Together, with their teams from the University of Pennsylvania and the Fine Arts Department in Bangkok, they discovered the Ban Chiang civilization in northeastern Thailand.

Because of this miraculous unearthing, Charoenwongsa came to the U.S. as an Eisenhower Fellow in 1989 as a legendary archaeologist. During his program, he explored how the wealth of heritage resources in the U.S. are managed, courses on Cultural Resource Management (CRM) offered by universities, the formulation of national policies on archaeological and cultural site protection, and the topmost problems faced by policy-makers and managers concerned with cultural resource protection.

Charoenwongsa also interviewed more than 100 cultural resource managers and researchers. He notes

two visits that have influenced his career: the Society for American Archaeology in Atlanta, Georgia, and Taos, New Mexico; the latter meeting focused on anti-looting projects. He describes all of his meetings and visits as extremely educational and as a result, substantially beneficial to Southeast Asia, because of the ideas and contacts with which he returned home.

Since Charoenwongsa's fellowship, his career has ranged from lecturer at Silpakorn University's Faculty of Archaeology to Research Chief in the Fine Arts Department, during which time he directed numerous multi-disciplinary field projects. On many occasions, he directed these projects with foreign counterparts from the U.S., England, France, Australia, and New Zealand, which contributed to greatly accelerating the development of archaeological research in the whole of Southeast Asia.


After 45 years of office-based jobs, Charoenwongsa now serves as a committee member in a wide range of councils and commissions in Thailand and abroad that focus on education, archaeology, history, art, and culture. He is also a prolific author, with more than

200 papers and several books (in both Thai and English), some translated into French, Italian, and German.

Through his encouragement and advice, many universities in Thailand and other countries in Southeast Asia have instituted courses on cultural resource management, heritage tourism, social impacts on arts and culture, cultural heritage conservation and world heritage education. In addition, in 2000 Charoenwongsa initiated many workshops on peace education. He also worked with Bawa Jain, the secretary-general of the Millennium World Peace Summit of Religious and Spiritual Leaders to bring Thai delegations of religious leaders to meetings at the UN.

Charoenwongsa's goal throughout his career has always been simple: "to make culture matter in society more". He believes that if we devote more time to understanding our culture as well as the others in the world, as he did on his Eisenhower Fellowship, then we can build relationships of understanding instead of those of ignorance.





*Being an Eisenhower Fellow meant that other people believed I could change things for the better at a time when I was finding it almost insurmountable. It gave me the knowledge and confidence that I was doing the right thing".*

—SUSAN CAVE BARAGWANATH, 1994 NEW ZEALAND

## 1990s

Kicking off the decade, the EF World Forum, a four-day event in Philadelphia, celebrated the centennial of President Eisenhower's birth in October 1990. Over 200 Fellows from 63 countries participated and several commitments were made at the Forum for EF conferences to be held regularly around the globe, with substantial sponsorship and program organization by alumni in the host countries. Conference sites included Indonesia, Ireland, Argentina, Greece, Spain, and Japan. An International Advisory Council (of alumni Fellows from 36 countries) was formed to provide a second official conduit for alumni influence at the strategic level of the organization. In his role as chairman of the board during his 1993–1998 term, President George H.W. Bush opened the way for the first China Single Nation program in 1997, which was highly successful and repeated in 1999.



## CZECH REPUBLIC (FORMER CZECHOSLOVAKIA)

// Developed a new  
national focus on  
nutrition in the  
Czech Republic //

1992

### Zuzana Derflerová Brázdová

*Head of the Department of Preventive  
Medicine and Nutrition, School of  
Medicine, Masaryk University*



Upon her return home from her Eisenhower Fellowship, Professor Zuzana Brázdová created and established a curriculum on the study of human nutrition for a bachelor's degree program in the Czech Republic. This was the first specialized course study in nutrition in Czech history. Soon after, this course base was developed into masters and doctorate tracks, and currently has many successful international graduates.

Inspired by her successful curriculum development for Masaryk University, Brázdová created a proposal for the first ever Czech-wide community nutrition grant called Czech Project Five-A-Day. This grant was approved, and incorporated into early childhood courses for the Czech schools.

By utilizing the experience and knowledge she gained on her fellowship, Brázdová industrialized and designed the Czech Food pyramid, which was adopted by the Ministry of Health as the official dietary guideline. In 1997, after these accomplishments, she shared her research with the European Nutrition Congress in the Netherlands. Key officials asked her to start an official corporation, with the first task to formulate dietary guidelines within the CINDI program, a European program for cardiovascular disease prevention. These guidelines are still in use today.

From 1998 to 2006, Professor Brázdová acted as a World Health Organization (WHO) consultant responsible for community nutrition programs

in the countries of the former Soviet Union, with a special regard to Central Asian republics. During this time, she was trained in Nutrition in Emergency, a WHO program, and completed a number of missions across the globe, including Kosovo, Nagorno Karabakh, Chechnya, Gorno Badakhstan, Yemen, Zimbabwe, Kurdistan, Angola, Kenya and many others. The contacts she made on her fellowship helped Brázdová's work in the field of nutrition policy and within WHO as she was responsible for assisting European countries to deliver the new nutrition policy.

Since her fellowship, Brázdová has continued her work as an associate professor for Masaryk University and has since become head of the Department of Preventive Medicine and Nutrition. She recognized she needed to expand her language skills and learned Portuguese, Hungarian, Polish, German and Swahili to add to her Russian and Spanish language skills. Between 2009–2012, she completed her Bachelors of Musical Science with a concentration on baroque cello and performance of early music. She states, "...all I have achieved in my profession, was started during my Eisenhower Fellowship in 1992, and I am aware of it."







**NETHERLANDS**

// Participated in Climate  
change debate with 193  
countries in Copenhagen //

1992

## Jacqueline Cramer

*Director, Utrecht Sustainability Institute, University of Utrecht*

Jacqueline Cramer completed her fellowship five years after the publication of the Brundtland report, "Our Common Future", in which the concept of sustainable development was coined a crucial challenge for society. This was a vital step forward for Cramer, who decided at the age of 18 to devote her professional life to contributing to solutions that addressed environmental problems. The goal of her fellowship was to gain insight into how government, industry and societal groups in the United States aimed to achieve sustainable development.

During her program, Cramer was fascinated to learn how the various stakeholders in the United States put the abstract concept of sustainable development into practice and how stakeholders related to one another. The more antagonistic style of interaction was quite different from the Dutch negotiation approach she was used to. Moreover, Cramer learned how the political culture in the different states and at the federal level influenced the outcome of government policies, which was quite comparable with the setup of the European Union and its Member States.

Upon returning to the Netherlands, Cramer copied some of the U.S. initiatives she learned about during her fellowship. She became involved in pollution prevention initiatives within the environmental industry and began working on sustainable development issues abroad. After her fellowship, Cramer worked for many years as a part-time professor and consultant in environmental management, and later in corporate social responsibility. In 2007, she was appointed Minister of Housing, Spatial Planning and the Environment in the Dutch ministry. Cramer used the knowledge gained on her fellowship in effective sustainable procurement policies to draft similar regulations in the Netherlands.

Cramer believes the biggest impact of her fellowship is the understanding of the culture and politics of other countries in the world. She gained a better understanding of how nations cope with world problems, particularly within her specific field of expertise. This learning experience was particularly helpful when she became a governmental minister. As a Dutch minister, Cramer became heavily involved in the

international climate change negotiations, and belonged to the core group of ministers that aimed at an international agreement in Copenhagen in 2009. She was aware of the fact that each country had its own stake in the 'climate change' debate, depending on its specific political and economic context. Sealing a deal with 193 countries in Copenhagen was therefore an almost impossible task, however there were positive outcomes in negotiating with ministers from all over the world and building bridges that led to further discussions.

Since her fellowship, Cramer has met various former Eisenhower alumni while visiting their countries or during their visits to the Netherlands. She receives great support from the Dutch Eisenhower Fellows, with whom she meets regularly. She recognizes that this experience gave her the feeling that she belongs to a club of friends all over the world.

Of her fellowship, Cramer firmly believes that, "this attitude of reaching out to other people and establishing an atmosphere of openness and trust is a result of the Eisenhower Fellowship. I believe that this attitude can bring people together and make planet earth an even better place to live".





**TURKEY**

1993

## Yilmaz Argüden

*Chairman, ARGE Consulting*



// **"Shaping the Future" through Corporate Social Responsibility** //

Dr. Yilmaz Argüden is the founding chairman of ARGE Consulting, a leading management consulting firm based in Istanbul which specializes in business strategy, business excellence methodologies, institution building, and competition. Over the last twenty years, Dr. Argüden has worked with more than 300 companies on over 750 projects through ARGE. He is also the chairman of Rothschild investment bank, a leading deal maker in Turkey, and an independent board member of numerous companies in many jurisdictions.

Dr. Argüden sought to explore three topics on his fellowship 20 years ago, demonstrating his quest for knowledge and breadth of interests in the private, public, and social spheres: corporate strategy, non-governmental organization management, and regulatory governance. When he reflected on his experience at the end of his fellowship then, he had hoped to be able to contribute not only to increasing economic relations between US and Turkey, but also to promoting bilateral collaboration on a variety of social issues. Dr. Argüden did just that.

Now, looking back over the last two decades, Dr. Argüden has not only been a thought leader in strategy and governance for private and public sectors, but also has been instrumental in founding and leading numerous NGOs in the areas of education, policy analysis, management quality, governance, bilateral business relations with the US and Canada, and corporate volunteerism with significant impact in the community. He has served as an adjunct professor of strategy at leading Turkish universities and is a globally renowned governance expert who shares his wealth of experience through numerous books and articles. He serves as a member of the Private Sector Advisory Group of the Global Corporate Governance Forum and as the Vice-Chair of the Public Governance Committee of the Business

and Industrial Advisory Committee of the OECD.

His work has been recognized on the international stage as Dr. Argüden was selected as a Global Leader for Tomorrow by the World Economic Forum, and ARGE was named as one of the top three companies 'Shaping the Future' at the European Parliament in recognition of their approach to corporate social responsibility. ARGE was also the first Turkish signatory of the UN Global Compact and Dr. Argüden leads the National Network of the UN Global Compact.

Dr. Argüden says that "because of my Eisenhower Fellowship, I have been able to contribute to bringing quality to Turkey, improving strategic thinking in numerous organizations, motivating many companies to engage in corporate volunteerism, and providing content and education on governance matters for numerous organizations and countries. My experience as an Eisenhower Fellow has been instrumental in making a difference not only in different domains of public, private, and non-governmental sectors, but also in different jurisdictions by providing and sharing best-in-class examples with different parts of the world. To me, Eisenhower Fellowships means helping others by collaborating and sharing knowledge."







Class of 1991 | Multi Nation Program (above)  
Poland Single Nation Program (below)



Class of 1992 | Multi Nation Program (above)  
Czechoslovakia Single Nation Program (below)



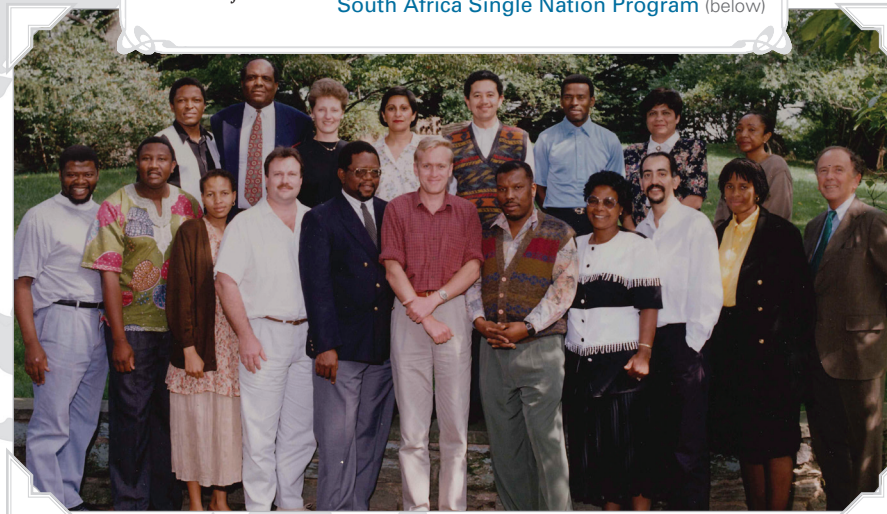




Class of 1993 | Multi Nation Program (above)  
Turkey Single Nation Program (below)



Class of 1994 | Multi Nation Program (above)  
South Africa Single Nation Program (below)







## NEW ZEALAND

1994

# Susan Cave Baragwanath

*Founder, He Huarahi Tamariki Schools*



Dr. Susan Cave Baragwanath believes her fellowship came about because she had a problem, and she could not find anyone in New Zealand to help her solve it. She was a career secondary school teacher and administrator

who had taught internationally. When she returned permanently to New Zealand in 1989 after 20 years away, she accepted a position as a deputy principal in one of the country's poorest schools. In the first week, she found a 14-year-old girl giving birth to a child in the school toilets. Baragwanath contacted the authorities about her continuing education, and she was told to forget about it. Baragwanath looked up New Zealand's domestic law; there it was, in black and white, "every child is entitled to have a free basic formal education until the age of 19 years". The only education available to this student, if she did not return to school (and she couldn't as there were

// After experiencing an unwavering 'No' from the Ministry of Education, went on to build a high school for teen parents, now replicated 50 times over //

no childcare facilities), was distance learning. Her family did not own a phone, so she could not call her tutor, and she waited weeks for her school work to be delivered by mail. As a result, she quickly fell out of the system. The pattern in New Zealand was for teenagers to have multiple pregnancies before age 21 and become state beneficiaries for life. Without proper research and a concrete plan going forward there seemed to Baragwanath no escape from this pattern continuing.

-During Baragwanath's fellowship, she visited 56 schools in 12 states that had provision for teenage mothers to finish their basic formal education and graduate from high school. By the end of her fellowship, she couldn't wait to start a facility for the many teenage mothers in her own school. Within six months of her return, she did just that. She named this program "He Huarahi Tamariki", which is Maori for "a chance for children".

Baragwanath experienced a steadfast 'no' and 'get lost' from the Ministry of Education. She was even fired by a higher-up eradicating her post, but fortunately, one of her colleagues resigned and the supportive school Board of Trustees gave Baragwanath his job. New Zealand's then-treasurer, a former prime minister, and the associate minister of education (himself a former teacher) both recognized the need and privately coached her on how to execute her program plan.

With her community, dedicated staff and volunteer support, Baragwanath fought the authorities via the

media. To do this, she relied on her students to pass exams and show their success. They were, and still are, winning scholarships and prizes. One of her students, who had two children as a teenager, is now completing her PhD in Forensic Chemistry. Others, including teenage fathers are teachers, nurses, social workers, police officers, a medical scientist, qualified tradesmen, and in other professions and jobs with prospects including parliamentary secretaries.

In a population of over four million, there are almost 50 schools based on the He Huarahi Tamariki model. Baragwanath calls them "Eisenhower schools" because she believes without her experiences and exposure in the U.S., such an effective and comprehensive response to the needs of young parents and their children would not have been realistic. It took her ten years to get a purpose-built fully-state-funded facility, including quality early childhood education, but now, if one goes to the NZ Ministry of Education website under Teen Parent Units there is a how-to guide to set one up!

Of her fellowship, Baragwanath states, "being an Eisenhower Fellow meant that other people believed I could change things for the better at a time when I was finding it almost insurmountable. It gave me the knowledge and confidence that I was doing the right thing". The twentieth anniversary of He Huarahi Tamariki is in 2014. The school keeps growing and is seen as a flagship attracting interest internationally.





## PARAGUAY

// “It is magical to show that the world need not be governed by greed but by humanism.” //

1994

### Martin Burt

*Founder and Executive Director, Fundacion Paraguaya, General Secretary to the Presidency (Chief of Cabinet) President of Paraguay*

“It is magical to show that the world need not be governed by greed but by humanism.” So says Martin Burt, referring to the much-touted success Fundacion Paraguaya has enjoyed in promoting financial literacy and eliminating poverty through entrepreneurship.

Nearly 30 years ago, in 1985, together with a group of visionary businessmen and professionals including Eisenhower Fellow, Guillermo Peroni, '70, Paraguay, Burt founded Fundacion Paraguaya. It was the country's first microfinance program and first development NGO. Working under a military dictatorship, the objective was to develop social innovations that could help create jobs and increase family income among the country's low income population.



Burt's expertise in developing young entrepreneurs was honed by the models for tackling poverty through market mechanisms which he discovered in China, Taiwan in 1993 and in the U.S. in 1994 traveling as an Eisenhower Fellow. While exchanging ideas with innovators, as well as his fellow Fellows, Burt deepened his perspectives of the common causes of poverty throughout the world. And as his insights into the importance of sustainable development grew, Burt found many compatriots who shared his vision of how to approach poverty elimination. Burt adapted these models when he served as mayor of Asuncion from 1996 to 2001.

As a pioneer in applying microfinance, microfranchise, youth entrepreneurship and financial literacy methodologies to address chronic poverty, Burt co-founded “Teach a Man to Fish”, one of the world's first financially self-sufficient agricultural schools for the rural poor. This self-sufficient school model is now being replicated by more than 50 organizations in 27 countries.

For his work in civil society, making highly effective contributions to social programs and creating a sustainable institution that has had a profound impact in the country for over two decades and now globally, as well as for his dedication to EF as a member of the Alumni Advisory Council and Paraguay Nominating Committee, Burt was awarded EF's Distinguished Alumnus Award in May, 2013.

Martin has also received the Microfinance Award for Excellence in Social Responsibility from the Inter-American Development Bank, the Outstanding Social Entrepreneur Award from the Schwab Foundation for Social Entrepreneurship, the Skoll Foundation Social Entrepreneur Award and the UNESCO Orbis Guaranicus Medal and Fundacion Paraguaya was awarded the Nestle Prize for Shared Value in 2012.

Martin truly believes that his Eisenhower Fellowship experience enabled him to further international understanding and peace and at the same time bring thousands of young people out of poverty and into a productive, sustainable livelihood.





## TANZANIA

// Makes significant advancements  
in the peace movement in Tanzania //

1994

# Olive Damian Luena

*CEO & General Manager,  
Tanzania Gatsby Trust*



In 1994, Olive Luena completed her fellowship with a focus on commerce, trade, and religion. Luena credits several of her experiences during her fellowship as the inspiration and catalysts for advancements in her career, and for who she is today. Some of the top experiences

on her list are the time she spent at the World Conference on Religion and Peace (WCRP) in New York, the Ford Foundation, the Peter Drucker Foundation, the U.S. League of Catholic Women, and her interaction with former U.S. President George H.W. Bush.

Luena's experiences at the WCRP directly inspired her by opening her eyes to the need for a religion and peace conference in Tanzania.

Today, there is a chapter in Tanzania for Religions Working for Peace which Luena was instrumental in founding. In September 1995, she was elected to a five-year term as one of the presidents of WCRP International.

Luena's exposure to the non-profit sector in the US exposed her to opportunities that can accelerate poverty alleviation in Tanzania, specifically to address issues of equality development. Immediately after her fellowship, Olive changed her career from working for a government plastics manufacturing company to working in the non-profit sector. Since 1995, Luena has been the Chief Executive Officer of Tanzania Gatsby Trust (TGT), a charitable Trust whose mission is poverty alleviation through SME and farmer development through operating programs and projects in the mainland of Tanzania and Islands of Zanzibar.

As the CEO of TGT, Olive has built the organization, and ensured its steady growth from a starting budget of USD \$80,000 to more than USD \$10 Million, while maintaining a very lean staff. Her work with Tanzania Gatsby Trust has impacted several small and medium entrepreneurs in Tanzania whose income and livelihoods have greatly improved, and as a result are contributing to the economy of the nation.

In 1995, Luena participated in the Beijing Women's Conference, organizing a workshop on peace. The conference focused on equality and development. Luena used the issues she studied during her fellowship and the experiences she

gained from the organizations she visited to formulate her workshop.

When she returned to Tanzania, she mobilized a group of different religious leaders, and she established as the founding chair what is now called the Inter Religious Council of Tanzania. IRCPT was officially established in 1996, as World Conference on Religion and Peace Tanzania (WCRP/Tanzania) and formally registered in 2000 as an affiliate of World Conference on Religion and Peace International (WCRP International). It changed the name WCRP Tanzania to Inter-religious Council for Peace, Tanzania (IRCPT) (Religions for Peace) in January 2010 and became a members-based organization. IRCPT promotes sharing among religious communities of their respective traditions, principles and values, identifies and examines threats to the comprehensive realization of peace, and facilitates planning and implementation of collaborative action programs for building peace.





## SINGAPORE

1995

### Chin Nam Tan

*Senior Corporate Adviser, Chairman,  
Temasek Management Services and  
former Permanent Secretary*

**// Brought new life to  
Singapore through a fusion of  
arts, business, & technology //**



At the time of his fellowship, Chin Nam Tan was the CEO of the Singapore Tourism Board. At this time the government of Singapore was actively transforming the city-state into a global city, using tourism as part of the total transformation process. During his time in the U.S., Tan reviewed successful city and state promotion plans of tourist attractions and events, as well as policy frameworks, industrial strategy and special issues. He found many strategies and ideas relevant to support turning Singapore into an international business and information center. Of his experience, Tan said, "I wanted to use EF as a platform in order to conduct an inquiry on destination marketing, economic competitiveness, and leadership. So I must say, EF offered me a unique opportunity to meet people, to get inspiration, to get ideas that provided very valuable input into the whole process of the Tourism 21 planning effort that I was leading. At the same time, I was also leading the Library 2000 Study to reinvent the library system in Singapore. Well, the library function in Singapore, subsequently, transformed into a lifestyle offering while contributing towards making Singapore a learning nation. Young people attend the libraries to learn and experience lifestyle. I have never had so much coffee in my life!"

Not long after his return, Tan began his ten-year role as a permanent secretary at the Ministry of Manpower and Ministry of Information, Communications, and the Arts. During this period, Singapore was transformed into a knowledge-based economy and experienced explosive growth in the arts, including creative industries. At that point in time, Tan helped to launch many new initiatives, fusing arts, business, and technology (much of what he took away from his meetings in the U.S.). These initiatives also included the establishment of the Media Department Authority, Singapore Design Council, the upgrading of the Arts Colleges, and the creation of the School of the Arts for students ages 13-18 to train them

to be leaders of tomorrow and future arts practitioners.

Tan was also recruited by fellow Singaporean Eisenhower Fellow, Philip Yeo (1987), who led the revival of the Singapore economy and creation of an international state-of-the-art science and technology park, to chair a Resource Advisory Panel to review the master plan of the next generation science park which emphasized the integration of work, live, play and learn. This complex, one-north, would house Biopolis (a three-million square foot complex of 12 integrated research buildings for biomedical research), a 400-unit condominium housing structure, as well as facilities to develop Fusionopolis (science, arts and business initiatives) and plans for subsequent development of Mediapolis (a new media city).

Hence, Singapore's recent focus on the fusion of arts, business, and technology has been largely engineered by Tan with Yeo and other Eisenhower Fellows.

During this same period (and ever since), Tan continued to regularly interact with his fellow Eisenhower Fellows. He said, "All of my interactions were in the spirit of Eisenhower Fellowships which is that Fellows from all around the world would collaborate together to make for a better tomorrow."







## MALAYSIA

// Consistently sharing his passion for the public and acting as a role model for other leaders //

1997

# Samsudin Osman

*Chairman, Employees Provident Fund (EPF)*

"I have pondered the questions, looked at all the notes I brought home from the fellowship and all the blue sheets, and the memories came flooding back."

When asked about the greatest change his Eisenhower Fellowship brought about in him as a leader, Tan Sri Samsudin Osman pointed to his final report, highlighting, "The fellowship has indeed helped me understand my job and responsibilities better. It has bolstered my confidence in facing the challenges of my office. It has been an enriching learning experience. It is an important event in my life and career." Looking back, he says, *Fifteen years after the fellowship I feel those words still ring true. The greatest change has to be in my level of confidence as a leader. The fellowship also instilled in me the moral courage in undertaking the leadership role. I would also like to add that this has given me a more positive view about life and people.*

*What had a lasting impact on me were the subway coaches in New York. The fellowship included a visit to an NGO in New York. My perception [of the city] completely changed. I had experienced first-hand the transformation of the city. It was all about leadership. By 1997, the good work of Mayor Giuliani had been widely publicized. He*

*had turned New York into a safe city. [His leadership] left a lasting impression on me. Leadership has been a core competency for someone in my position, while I was in the civil service of Malaysia, up through today.*

Samsudin Osman believes that his Eisenhower Fellowship made him a more effective leader in every way. When asked about an outcome that directly resulted from his being an Eisenhower Fellow, Osman offered: "It certainly contributed a great deal to my career advancement. I was promoted as the Director General of the Public Service not long after the fellowship and later, as the Chief Secretary to the Government, and I attribute that to the inspiration I gained while on the Eisenhower Fellowship program." As the top civil servant in Malaysia, Osman was well known for his strong principles and open communication. Osman also noted that being an Eisenhower Fellow equipped him to serve as the first president of the Putrajaya Corporation. Named in honor of Malaysia's first Prime Minister YTM Tunku Abdul Rahman Putra al-Haj, this entity serves as the federal government administrative center. From 2006–2012, Osman managed this

"intelligent city" where multimedia technologies facilitate communication and interaction between government offices, the business community, and the general public.

When asked about an outcome that directly resulted from his being a Fellow, Osman offered: "The fellowship was the pinnacle of all the training and instructions I had received in the course of my career in the civil service."





## ROMANIA

1997

# Monica Macovei

*Member of European Parliament*

// **Implemented reforms in the judicial system and took measures against corruption within the judiciary and political class //**



Monica Macovei believes her program was tailored for her future career as it gave her “the desire, the courage and the strength to rebuild institutions and to support victims of civil and violent unrest in post-conflict zones.” Visits to law firms exposed Macovei to the importance of pro bono work, a concept prohibited in Romania except when a lawyer defends a relative. She admired the underlying notion that a law firm should contribute to the well-being of society in addition to the individual. Macovei was incredibly impressed that one can challenge a law, practice or system for this reason. She decided that she must be a proactive player and look for appropriate cases to challenge when a law or practice does not suit the common good.

When Macovei returned to Romania, she resigned from her position at the General Prosecutor’s Office in the human rights department and joined the Romanian Association for Human Rights, where she later became president. Macovei also continued as a legal expert for the Council of Europe and other international organizations. Over the next few years in these roles, she successfully represented over 20 applicants before the European Court of Human Rights whose civil rights had been violated by Romanian authorities. She also trained over 1,000 personnel in law enforcement positions on the rule of law and the European Court of Human Rights.

From 2005 to 2007, Macovei served as Romania’s Minister of Justice, where she implemented reforms in the judicial system and took measures against corruption within the judiciary and political class. Macovei restructured the judiciary model within the European Commission, fighting against high-level corruption and money laundering, and implemented the protection of intellectual property rights. Macovei attributes her ability to make these changes correctly and effectively to her Eisenhower Fellowship. She received international recognition

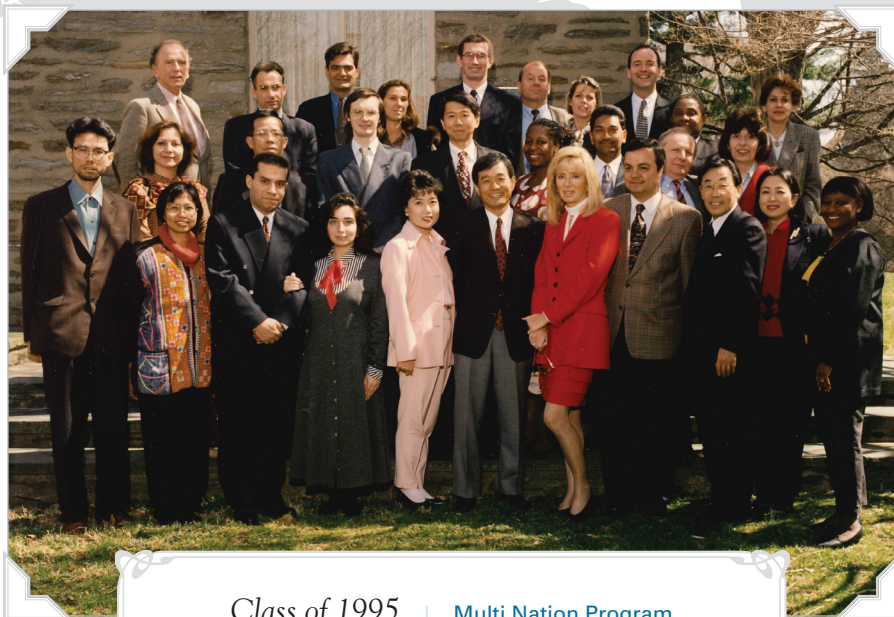


and awards for her anti-corruption initiatives and justice reforms that allowed Romania to enter the European Union in 2007.

In 2009, Macovei was elected as a member of the European Parliament in the European People’s Party Group. As a member, Macovei drafts legislation in the judicial and human rights areas. Currently, she is drafting the “Directive on Confiscation of Proceeds of Crime”, and is working to emulate the “follow the money” principle applied in the U.S. Macovei values the vital role networking can play, a lesson she learned while on fellowship, as it has helped her immensely in her role in the EP. This is evident in her work in reforming systems, getting public and political support, and making legislation based on a negotiation process. In 2012, Macovei was ranked as the top member of the EP in the category “reports adopted by the European Parliament” out of 754 parliamentarians and with a total of 35 reports approved.

Of her fellowship, Macovei states, “The fellowship changed my life through the people I met, the experiences I had and the world that opened my mind through learning what a real democracy is and how it functions. It helped me tremendously in my future career, in particular in the reforms to change the judicial system and to fight against corruption, as a minister of justice in a pre-accession to the EU period; it helps me even now in the European Parliament”.





Class of 1995 | Multi Nation Program



Class of 1996 | Multi Nation Program (above)  
Brazil Single Nation Program (below)







Class of 1997 | [Multi Nation Program](#) (above)  
[China Single Nation Program](#) (below)



Class of 1998 | [Multi Nation Program](#) (above)  
[Spain Single Nation Program](#) (below)







**KENYA**

// Re-vamped administration  
of Kenya's judicial system to  
create space for women //



1998

## Mary Ang'awa

*Justice, High Court of Kenya*

Judge Mary Ang'awa's nomination as an Eisenhower Fellow came at a critical time. Kenya was facing challenges in good governance, and experiencing difficulties within the judicial system. As a Puisne Judge in the high court of Kenya since 1993, and with dedication to a career striving for judicial justice, her fellowship aided her in making essential changes in her country.

During her program, Ang'awa visited several law school libraries, studied the various aspects of the court system, and learned about judicial training facilities. Through this extensive exposure Ang'awa realized that the problems in the Kenyan judicial system were a result of poor administration in the courts complicated by lack of financial independence.

When she returned to Kenya, Ang'awa became a resource person for the advocates dedicated to Continuing Legal Education. In this position, she gave a public lecture on "Documentary Evidence in Court", which was later published in a law magazine under the title "Tips on Evidence". Ang'awa also established a local Eisenhower Fellowships

association, where she acted as the vice chair. She has aided in organizing network opportunities for Kenyans, as well as visitors, and has served as chair of the national nominating committee in the selection process of Fellows.

In 2000, Ang'awa was involved in the establishment of the Family Division of the High Court of Kenya together with the members of the Kenya Women Judges Association. She was critical in the establishment of the law of succession. This inspired the recent publication of her book, *Procedure on the Law of Succession*. During 2001–2005, Ang'awa chaired the Jurisprudence of Equality Program, a human rights program of the International Association of Women Judges used by various chapters in the world. The program puts special emphasis on the application of international human rights law, covenants and treaties. It also trains both judges and magistrates (regardless of gender), on how to apply the international law in a dualistic country, as Kenya was at the time.

Ang'awa became the Chair of the Kenya Women Judges Association in 2005. Under her leadership, she established a smaller executive committee and the association opened its doors to include the women magistrates as full members and recognized associate members who were not judicial officers but contributed to the organization significantly. Under their new constitution, Kenya now has 45 women judges out of 300, a significant change since 1995,

when only five out of 50 judges were women.

Ang'awa believes the fellowship taught her "to speak out when things are not going too well, to do something about what is going wrong, without necessarily waiting for formalities, which may never come". The biggest challenge she faces is to recognize corruption and to speak about it, which she has done in various articles and conferences. One example is her article entitled "Independence of the Judiciary - A View From Kenya" published by the American Bar Association, which examined the flaws in the judiciary system that contributed to the post-election violence of 2007-2008. Although the Kenya Judiciary still has room to improve, as the Chief Justice of Kenya vocalized in 2011, Ang'awa and many of her colleagues are dedicated to this transformation.





USA

// Led to lifelong engagement  
in international education //

1998

## Hillman Frazier

*State Senator, State of Mississippi*



Traveling to Hungary, the Czech Republic and Romania in 1998, Hillman Frazier set out to explore distance learning programs in the Eastern European region. Specifically, he wanted to understand how the recurring program costs of these programs were financed and to learn about education technology infrastructure and the funding models necessary to put such programs in place. Additionally, Frazier wanted to better understand workforce development issues and examine different approaches to workforce training, including internships for university students. As a state senator for the State of Mississippi, Frazier was hoping to learn what he

could do to enhance education in his own region. Frazier serves to this day in the Mississippi State Senate, and in reflecting on his fellowship experience says that his “family is more global”, and that education has become a priority for him as a result of his fellowship. He has used his position in the Senate to be a strong advocate for bettering the education system, specifically by pushing for greater financial resources for education, increasing training for teachers and providing more programming for students.

Perhaps one of the most direct results from Frazier’s fellowship experience comes from his realization after his travel that there was a global need for more exposure to various education models and opportunities. In light of this, Frazier saw the importance of creating an opportunity for international internships at the Mississippi State Senate. Now he welcomes students from all around the world who attend universities in Mississippi to serve as interns in his office. This year, students from Bangladesh, Jordan and Egypt will have the

opportunity to intern. Frazier says this greatly influences the students’ growth as it broadens their dreams and ability for impact when they return home. As a result of their internships, many of the students have become politically involved in their home countries after their experiences at the State Senate in Mississippi.

Dozens of international Fellows have benefitted from Frazier’s gracious hospitality and superb programming in a wide range of professional and cultural pursuits during their time in the U.S. Many Fellows described their time spent with the humble senator from Mississippi as the highlight of their programs. Frazier states he “learns as much from them as they do from me.” Of his overall experience with EF, Frazier says that “my Eisenhower Fellowship has helped me to grow as a person. It has made me sensitive to the struggles of others in my decision-making, and has made me aware that my decisions have global effects.”







KOREA

1999

## Won Soon Park

Mayor, City of Seoul



In 1999, Won-Soon Park arrived in the United States as an Eisenhower Fellow to gain experience and perspectives on the operation and management of the not-for-profit organizations.

As a human rights lawyer and spokesperson for democratization and a civil society, Park was serving as the Secretary General of the civic group, *People's Solidarity for Participatory Democracy* (PSPD). He had been engaged in the struggle for democracy and civil society since 1975 when he was jailed as a participant in a student movement protesting

// Persistently building bridges of understanding for the public good //

dictatorship. Park embarked on his fellowship to better understand fundraising, public interest litigation, volunteerism, and the notion of free press and open society.

Throughout his travels, he found that "public interest law is the engine of social reform", and was inspired by the organizations that he met which were having a large impact with minimal resources. He also found himself intrigued by the dedication of society to the traditions of civilization and democracy as evidenced in the Freedom of Information Act.

Upon his return to Korea, Park said his dedication to public interest law had doubled. His first project after the fellowship was publishing a book which introduced what he learned and experienced through his travels in the U.S. In this book, *NGO, People's Power Changes the World*, he discusses activist groups in the U.S. and citizens' participation in civic movements. To date, Park has published over 30 books about social movements, focusing on many of the categories from his fellowship, particularly the philanthropic culture of giving donations and fundraising.



Park has also established public corporations, including Beautiful Stores, which began as a market for second-hand items but has since grown into The Beautiful Foundation, a global NGO serving the public interest by supporting activities and by contributing to environmentally-friendly changes. Another accomplishment in this area is Park's establishment of *Hope Institute*, a people-based research institute that generates alternative policies based on grassroots research. It supports and fosters small and social enterprises and provides educational programs for seniors and public leaders.

In 2011, Park reached a new milestone when he was elected mayor of Seoul. His hope is that Seoul will serve as a host for an EF conference and that he will be able to put Seoul on the map as a world class-cosmopolitan city. Constantly carrying the lessons of his Eisenhower Fellowship, he states that because of his experiences, he will "persistently try to make a bridge between what I learned and where we Koreans are."



## PHILIPPINES

1999

### Danilo Songco

*CEO, PinoyME Foundation*

**// Challenges others to imagine what they can do to go beyond their current sphere of reality //**



When Dan Songco embarked on his Eisenhower Fellowship in 1999, he was serving with the Caucus of Development NGO Networks (CODE-NGO). He was traveling to the United States to establish relationships and gather detailed information in the field of NGO social policy advocacy as it related to impacting national policy and developing collaboration with government sectors. Here is what Songco said of his position: "When I took my fellowship in '99, I was feeling burned out with my job as executive director of CODE-NGO, the biggest coalition of NGOs in the Philippines. By then I had served in this position for six years and I was already preparing to tender my resignation. The fellowship perked me up as I picked up a lot of ideas about advocacy and capacity building and was inspired by the passion and dedication of the people whom I met."


Having felt a sense of renewed enthusiasm after his fellowship, Songco used the insights to develop the next generation of NGO leaders in the Philippines, and the organization continues to do so today. Songco said "When I returned to the Philippines, I was able to share my learning towards the successor generation leadership project that was meant to develop the next generation of CODE-NGO leaders. More than half of the people we trained are now taking on the reins of leadership of the organization which just celebrated its 20th anniversary in December, 2012." But this was just the beginning for Songco.

When Dan Songco embarked on his Eisenhower Fellowship in 1999, he was serving with the Caucus of Development NGO Networks (CODE-NGO). He was traveling to the United States to establish relationships and

The year after his fellowship, there was a nationwide uprising to unseat the president because of widespread corruption. CODE-NGO served as the secretariat of one of the big coalitions that successfully removed President Estrada in the second people power revolution in the country. Songco was appointed by the new president as a director/board member in one of the biggest state-owned banks where he served for three years. Songco said "I learned a lot about banking and finance in that position. I brought this new inspiration with me when I took up my master's degree at the Harvard Kennedy School. There, I decided to shift gears and pursue development finance as a way of reinventing myself after spending more than 20 years in development work and social advocacy. I returned to the country with fresh ideas of how to scale up microfinance and micro entrepreneurship in the Philippines and how social enterprise can become a vehicle to this end. Former Pres. Cory Aquino took on my ideas and established PinoyME in 2006." Songco says that the ability to reinvent himself was a result of the renewed vigor in social development that came from his Eisenhower Fellowship by opening him up to a bigger world of possibilities in his field. "The Fellowship reinvigorates the passion for your field of interest and challenges you to imagine what you can do beyond your current sphere of reality."

PinoyME provides microfinance institutions (MFI) and micro entrepreneurs with access to funding especially those operating in underserved areas. Additionally, they provide MFIs with financial advice and create a market for microenterprises by promoting collaboration and business partnerships among private companies, MFIs, and business development service providers.





*What do we want the members of this organization to say when it celebrates its hundredth year? I would like them to say that this organization has made significant contributions in easing the burdens of this world.*

—DAN SONGCO, 1999 PHILIPPINES  
(at EF's 50th Anniversary Conference in 2003)

## 2000s

The USA program gathered steam as geographic hubs were identified for Fellow recruitment and to create centers of "critical mass" in locations where it was believed that EF could make a difference. Philadelphia, Research Triangle North Carolina, New England, St. Louis and a national agriculture program were organized to expand and solidify the USA component of EF. A major celebration in Philadelphia in 2003 feted EF on the occasion of its 50th anniversary and attracted over 600 participants. The uptick of alumni activity continued in the 21st century with a surge of newly formed or re-instituted alumni chapters numbering over 30 by the end of the decade. An annual "Eisenhower Day of Fellowship" was instituted in 2008 with Fellows enthusiastically responding by organizing dozens of celebrations each year to commemorate EF and the Eisenhower Fellowship experience.



## BRAZIL

// The development of Brazil's first tissue center brings new life to the medical field in the country //

2000

# Dr. Anna Barbara Proietti

*Researcher, Hemominas Faculty of Health & Human Ecology, FASEH*

Reflecting on her fellowship, Dr. Proietti says, "This experience shows that inspiration, provided by the EF opportunity, allied to patience and persistence, and to the right networking makes anything possible!" In 2000, she traveled to the U.S for two months to participate in the Multi Nation Program to represent Brazil. At the time, Proietti was president of the Minas Gerais State Center of Hematology and Blood Transfusion (Fundação Hemominas), a center responsible for the majority of transfusions in the Minas Gerais State of Brazil.

On fellowship, Anna Barbara's visit to the Northwest Tissue Center in Seattle, one of the largest tissue centers in U.S., became central to the future of Hemominas and its ability to adapt and innovate new medical treatments. Dr. Proietti's meeting with then-Director Dr. Michael Strong (who later became the president of the American Association of Blood Banks) had a direct influence on her career and the progression of medicine in Brazil. During their meeting, Dr. Strong urged Dr. Proietti to set up a tissue center at her organization, Fundação Hemominas, so that the facility could have skin, bone, tendons, corneas and other tissues

for grafts and transplants. This struck Proietti as a powerful idea, since a multi-tissue center of this type did not exist in Brazil.

When Proietti returned to Brazil, the idea continued to resonate with her. Dr. Strong visited Hemominas, and seeing the amplitude of the facility's operations, he insisted that together they would construct a tissue and cell center. To begin, Dr. Strong hosted two physicians from Hemominas at his facility in Seattle so that they could learn more about biological tissue handling. With Dr. Strong's assistance, Hemominas partnered with Héma-Québec, the blood and tissue center in Québec, Canada. Dr. Francine Décary, then-president of Héma-Québec, hosted several technicians, architects and engineers to educate them on various aspects of the creation of a successful tissue center.

After 12 years, this seed planted during a conversation on Anna Barbara's Eisenhower Fellowship is finally growing into reality as the Cetebio Project (Centro de Tecidos Biológicos de Minas Gerais, or Center of Biological Tissues). Cetebio's first unit, the Cord Blood Cell Bank, has been built and will soon be opened for operation

in 2013. Soon after, there will be a skin center, a musculoskeletal tissue center, a cornea bank, and other tissues will become available to the population of Minas Gerais State, and all of Brazil.

In addition to the success in Brazil, Proietti used her expertise on blood transfusions to start the Center for Treatment of Sickle Cell Anemia in Kumasi, Ghana in 2010. The Hemominas team met with Ghana's Minister of Health and the Brazilian Ambassador to Ghana to get the project underway. According to Proietti, the center has been invaluable to Ghana and will save innumerable lives. Proietti's hard work with her organization has not gone unnoticed. In 2004, she received the National Prize for Public Sector Management, and in 2006, she received two National Awards for Public Administration. In 2010, Proietti received the Medalha de Honra da Inconfidência for her work with Hemominas. This honor, the highest honor in the State of Minas Gerais, is conferred annually to people and institutions that have distinguished themselves for the benefit of Minas Gerais State and for Brazil.







**JORDAN**

2000

## Karim Kawar

*President, Kawar Group*



**// Takes risks & utilizes failure as an integral component of future ICT success //**

An entrepreneur by profession, Kawar started his first business at the age of 20. Kawar said applying for an Eisenhower Fellowship was a "true dilemma, since taking two months off from the many positions I held seemed next to impossible, while the opportunity was overwhelmingly appealing." By the time he applied for his Eisenhower Fellowship, he contributed to the formation of 12 businesses, most in information technology and communication.

For Kawar, the opening seminar in Philadelphia "took the debate on leadership to a higher level". In addition to meeting with exceptional thought leaders and trustees during the seminar, Fellows took every opportunity to hear the perspective of the rising leaders that comprised the Fellows of the 2000 MNP, representing every continent.

During his time in the U.S., Kawar focused on information technology as he was building an ICT industry in Jordan. Of his program, he notes, "My fellowship opened my eyes to the many opportunities granted to entrepreneurs when a whole ecosystem functions coherently that not simply allows those startups to survive but gives them the opportunity to thrive." This was at the peak of the Internet bubble when some companies simply vanished. Companies such as Netscape, AltaVista and Lycos were overtaken by newer and younger competitors. Google and Facebook were yet to be conceived. For Kawar, "thinking outside the box took on a different level of intensity! My EF program opened my eyes to the possibilities, and in the back of my mind I was always considering what we could do in Jordan and in Arabic. Today Jordan hosts about 75% of all Arabic content on the Internet."

At the EF Annual Dinner in May 2000, Kawar had the good fortune to be seated between then-EF Chair Dr. Henry Kissinger and EF trustee Nemir

Kirdar, and was also asked to speak on behalf of the Fellows. Of this occasion, Kawar notes, "What a conversation that was! Taking risk is at the heart of any startup and my brief remarks, to the surprise of the audience, focused on failure and how it was an integral component of future success. I come from a culture that is intolerant of failure and as such restricts risk-taking, innovation and creativity. We've certainly come a long way during the past decade."

Immediately after completing his fellowship, having received exposure to IT leaders and organizations in the U.S., Kawar launched REACH 2.0, building on the Eisenhower Fellowship experiences. With a highly educated population of over six million today and with an absence of natural resources, building a knowledge economy in Jordan was one of the highest priorities for H.M. King Abdullah's agenda for Jordan. Of this huge challenge, Kawar notes, "I found myself responsible for leading the effort to realize that goal."

Reflecting upon the past 13 years as an alumnus Fellow, Kawar notes that "each one of us feels indebted to this great organization. Regardless of age, gender, education, profession, nationality, race or faith, we are all connected by an amazing bond that brings us all together. We contribute by collaborating and taking on big challenges. Some have succeeded and others have not. But failure does not hold us back from trying again, albeit with an improved approach and higher expectations."

Kawar summarizes his Eisenhower Fellowship experience as "life-changing" which he felt he "was fortunate to participate in the spring of 2000! I never dreamt that I would serve as Jordan's Ambassador to the United States where I had the honor to do so from 2002-2007. I guess my two-month stint out of Philadelphia tipped the scale in my diplomatic favor."



**RUSSIA**

2001

## Elena Kolovskaya

*Founder and Director, St Petersburg PRO ARTE Foundation for Culture and Arts*

**// Building a worldwide dialogue in light of the U.S. attacks of 9/11 //**



Elena Kolovskaya arrived for her fellowship less than a week after the September 11, 2001 terrorist attacks on the U.S. She has said she will never forget the overall feeling among each person with whom she met during her trip. She states that, "it was really special – people were re-evaluating their values, asking themselves: 'Why has it happened to us? What is going to be next?' It was a very sensitive moment in the life of the country and very important for building a dialogue with the outside world. Here I would like to emphasize that EF is not a one-way road, I believe it is very important not only to Fellows who travel all over the U.S. but also to the people with whom they meet, as every meeting is an exchange of thoughts and, yes, values".

Kolovskaya's organization, Pro Arte Foundation in St. Petersburg is a non-governmental organization founded in 1999 to promote contemporary culture in the fields of visual art, music and dance. The institute organizes a wide variety of educational programs (lectures, seminars, roundtables), events (concerts and exhibitions), and grant competitions for Russian artists and cultural institutions. Kolovskaya saw the fellowship as an opportunity to expand her then-developing business venture by exploring public administration and non-profit governance, with a heavy focus on art and culture.

Of her program, Kolovskaya states that, "the biggest impact you get during the Eisenhower trip is intense communication with the professionals from your field". This dialogue has helped her immensely in her work, especially with the development of Pro Arte. In the summer of 2003, the two great art museums of St. Petersburg housed exhibits of video installations from American museums which were organized by Kolovskaya. It was during her fellowship that she began making arrangements for this event.

In spring 2002, just six months after her fellowship, she created a joint project with her fellow Fellow from the Russian Single Nation Program in 2001, Maria Lipman, a political journalist. The idea between Kolovskaya and Lipman was conceived in a hotel in Philadelphia. There they began making plans to create a program to train young Russian journalists to write about arts and culture. Since then it has been run by Pro Arte and it has been taught to more than 300 young journalists from more than 30 Russian cities.

In addition, Kolovskaya is a member of the Board of Experts at the Cultural Council of the St. Petersburg City Government, and a member of the Contemporary Art Board at the State Hermitage Museum. Kolovskaya is also very active in promoting contemporary Russian art and cultural institutions while collaborating extensively with leading cultural institutions in Russia and abroad.

Kolovskaya believes that networking is a hallmark of Eisenhower Fellowships, and the reason for continued success in her career, and the world. She states that, "the world has become global not only in geographical or economic terms. There is a lot of intersection between different spheres of human activity, and EF is a meeting point that facilitates people of different professions and different views to understand each other better – and what is more important – to create joint projects!"







Class of 1999 | Multi Nation Program (above)  
China Single Nation Program (below)



Class of 2000 | Multi Nation Program (above)  
India Single Nation Program (below)







Class of 2001 | Multi Nation Program (above)  
Russia Single Nation Program (below)



Class of 2002 | Multi Nation Program (above)  
Southeast Asia Single Region Program (below)







**CHINA**

2001

## Liang Gui

*Chairman, University Council:  
Northwest Agricultural & Forestry  
University & General Secretary of  
Central Party School Committee  
of Yangling Agricultural Hi-tech  
Industry Demonstration Zone*



Dr. Liang Gui, 2001 Eisenhower Fellow from China, focused on the development of policies, strategic planning, and policy making in the high-tech industry during his program. Upon his return to China, he served in a number of different roles related to technology development for the Chinese government, and believes his fellowship experiences had a great impact on his work.

In 2001, Liang Gui was assigned as Chief in the Technology Bureau in Pudong New Area, Shanghai. Directly managing the Shanghai Zhangjiang Hi-Tech Park, he utilized lessons from his fellowship to redesign the policy for the technology industry

in Pudong New Area and to cultivate and develop a high-tech industrial park. His proposal was recognized by the Shanghai Municipal Government and the management department in Pudong. Liang Gui introduced a range of policies to support high-tech entrepreneurship development which attracted a large number of students studying abroad to return and start businesses in China. By encouraging cooperation between local chip designers and top semiconductor enterprises, he increased the participation share of the local companies and formed a value chain system in the microelectronics industry.

In 2004, Liang Gui was promoted to the Torch Center in the Ministry of Science and Technology due to his outstanding performance in Pudong New Area, where he designed a general development plan and proposed a seedling and forestation plan. Soon after that, a management policy for more than 300 technology markets was introduced. The new policy defined how technologies should be utilized by commercial industrial organizations, and how to encourage industry and universities to incorporate scientific research. This policy of technology transfer was inspired by Liang Gui's Eisenhower Fellowship. Under his auspices, a series of policies was formulated by the Ministries of Science and Technology, and of Finance, and Commerce which became an important technology transfer incentive plan in China.

Under Liang Gui's leadership, more than 300 national incubators were established in China in the

**// Under his leadership, more than 300 national incubators were established in China in the early 2000s //**

early 2000's. Angel investors, business mentors and entrepreneurial facilities connected with each other more closely, and private capital was encouraged to invest in incubators, which upgraded the Chinese-owned technology business incubator system. From 2004 to 2011, a majority of the new innovative technology companies listed in the Chinese stock exchange were related to this program. In the meantime, Liang Gui applied lessons learned from the U.S. Small Business Innovation Research and from angel investors to create the Innovation Fund for Small and Medium Enterprise in the Torch Center.

Due to Liang Gui's direct efforts, the system of national Hi-Tech Zones in China was upgraded. To date, about 60% of total R&D investment in China has gone towards Hi-tech Zones. In 2012 total output value from all the Hi-tech Zones reached nearly 800 billion USD which has played a crucial role in the Chinese economy. Additionally, in 2010, armed with ideas of innovation, Liang Gui took on a role as the lead of the China National Agricultural High-tech Industries Demonstration Zone in Yangling. By setting up a technology start-up fund, more than 100 high-level agricultural technology start-ups were formed and benefited.

Liang Gui is certain his Eisenhower Fellowship "has changed his leadership, thoughts, and actions." He believes the major benefit of his fellowship is how it influenced his "systematic thinking, innovative spirit and responsibility, particularly the sense of mission."



## PAKISTAN

2001

# Shahid Mahmud

*Chief Executive Officer, Interactive Group of Companies*

// “What I took away from my time as an Eisenhower Fellow is a sense of responsibility” //



At the young age of 17, Shahid Mahmud was appointed Senior Under Officer (Head Boy) of Cadet College Petaro, a prestigious public school in Pakistan. He had the responsibility of leading over 600 cadets. Of Mahmud's graduation, the principal of the school wrote “Right on top of the college world. Hope and pride of the college”. He then went on to study engineering at NED University of Engineering and Technology, named in memory of Nadirshaw Edulji Dinshaw, a long-time supporter of the institution.

“We called ourselves the Millennium Fellows,” Mahmud says of his “class” of 2001 Multi Nation Program Fellows. “We all came (on the program) with varied professional backgrounds and cultures, but we all wanted to live in a peaceful world by respecting each other's cultures, religions and political beliefs. We all had a singular concern for humanity at heart.” At the end of his program, Mahmud was selected as a McCabe Fellow, one of EF's named fellowships, for one who is considered to be a public-spirited businessperson.

A few months after the 2001 Fellows returned to their respective countries, the September 11, 2001 attacks on the U.S. transpired. “The world became a different place,” commented Mahmud. But his outlook did not waver. “My experiences as a Fellow continued to give

me hope. By then, I had set two clear goals for myself: I needed to learn more about my country and I had to strive to solve pressing issues of society.”

Upon his return from the fellowship, Mahmud went on to get a Master's degree in Defense & Strategic Studies from National Defense College (NDC) in Islamabad. He graduated as the first ever private sector student from the institution in its history. His commandant wrote in his report; “I salute his spirit of sustained hard work and a high degree of commitment to the security of Pakistan. He will be an asset for any field of activity he chooses to contribute to”. Mahmud's contributions toward national security by developing networks and systems were instrumental in saving a colossal numbers of lives after a devastating earthquake and floods.

Mahmud's participation towards charitable organizations cannot be overlooked. He is active in several philanthropic activities, working with youth-oriented and community service projects, such as Buraq Planetary Society (of which he is founder and chairman), TRUCE (of which is a member of the board of directors) and the Indus Hospital (run by fellow Pakistani Eisenhower Fellow, Dr. Abdul Bari Khan (2004)). Mahmud is currently the Information

Communications Technologies Co-Chair of National University of Science and Technology, Corporate Advisory Council, as well as on the board of directors of Askari Bank. Mahmud is currently the chairman and CEO for the Interactive Group, operating in Pakistan, UAE, Saudi Arabia, Turkey and Malaysia. He has provided the vision and leadership that spurred the company to make tremendous strides in telecommunications and the IT industry in a very short span of time. He has set his group's ultimate vision to be “solving pressing issues of society”.

“My Eisenhower Fellowship and graduation from NDC changed my career from being a technology man to being a more involved person in the socioeconomic development of our country”, Mahmud says. He concludes that his experience with EF was certainly a life-altering one, not only professionally, but personally as well. “What I took away from my time as an Eisenhower Fellow is a sense of responsibility. I gained a desire to do more for Pakistan and humanity at large in my humble way. I gained a passion to strive towards doing things that could lead to world harmony, while keeping in mind the sensitivity of all concerned. This is something I may have never learned had I not been a Fellow”.





USA

// Improved teacher quality and student achievement in the Philadelphia School District //

2001



## Diane Melley

*Vice President, Corporate Citizenship & Corporate Affairs, IBM*



Diane Melley was a project executive in IBM's Corporate Citizenship department when she was named an Eisenhower Fellow in 2001. At the time, she led one global initiative—Reinventing Education—in 23 locations in the U.S. and abroad. Now,

she is a vice president, overseeing scores of initiatives at a worldwide level. According to Melley, the insight she gained during her Eisenhower Fellowship has been invaluable not only in providing her with a perspective on the complexities and nuances of working internationally, but also in preparing her for the vast global responsibilities she has today.

Melley credits her time as an Eisenhower Fellow in preparing her to take on this level of broad international responsibility. "My

fellowship gave me global exposure and a new lens with which to examine and understand the world. Thanks to my fellowship, I am able to grasp societal issues and the complexity of working across various cultures in a way that would have been impossible without my time abroad as a Fellow. Certainly, as IBM core business strategies focus on a Smarter Planet and Smarter Cities, my fellowship was critical in developing my understanding of complex global issues and enabled me to be innovative in developing solutions to align with the business initiatives. Ours in not only a Smarter Planet, it's a smaller planet and the fellowship contributed to my understanding and appreciation of that."

Melley spent her fellowship in Ireland and Belgium studying the integration of technology with education systems. "I met incredible individuals during my fellowship, whom I will remember for a lifetime. Sir Thomas Frawley, knighted by the Queen for his role in the Irish peace process, was my in-country sponsor. Lord Brian Kerr, a Supreme Court Judge in Northern Ireland, was gracious enough to have me over for a home-cooked dinner. Joyce O'Connor, my host in the south of Ireland, ran the National College of Ireland, and her careers and education model helped inform my thinking in many of the partnerships I have formed since then. And certainly my program officer Diane Shoemaker

is an unsung hero—she played a critical role in helping direct my fellowship experience and connecting me with others."

After her fellowship concluded, Melley was inspired to give back to the organization. She acted as the first chair of the Philadelphia regional alumni, and served for eight years. Over the past decade, she has enjoyed reconnecting with alumni and connecting with new Eisenhower Fellows, and has been involved in numerous joint efforts including working with 2002 USA Fellow Della Clark and the Enterprise Center in Philadelphia, empowering small businesses with use of the IBM Small Business toolkit; partnering with 2003 USA Fellow Jane Golden of the Mural Arts Program on several initiatives, including the most recent Restorative Justice project; collaborating with 2000 USA Fellow Pedro Ramos of the Philadelphia School District, on a number of projects to improve teacher quality and student achievement, and working with 2002 USA Fellow Sister Mary Scullion of Project Home on a Reading Companion project to promote literacy and work force development. Melley has also connected with Eisenhower Fellows from around the world and provided them access to her vast network and resources in a variety of industries and technologies.



PERU

// Using data she collected during her fellowship, crafted ethical standards at Peru's largest national radio station //

2001

## Rosa Maria Palacios

*Director and Anchor, América Television*



In March 2001, Rosa Maria Palacios, a lawyer embarking on a career in political journalism, traveled from Peru to Philadelphia for her Eisenhower Fellowship. Her objectives were to examine the relationship between the press and

political institutions and the handling of ethical conflicts in journalism, and to gain further insights into U.S. political and governance issues.

At the time of her fellowship, Peru was in the midst of a major corruption scandal in which politicians were bribing the press. Rosa Maria was ready to put her energies into learning new ways to protect democracy and the media. Unexpectedly, she discovered that the U.S. media also faced a credibility crisis. However, she observed how extraordinary people in journalism were fighting to find a solution, and how she could contribute to improving the situation in Peru.

Her fellowship took her to a variety of institutions across the country. She visited

television and radio networks, newspapers and magazines, NGOs, schools of journalism and law, as well as government agencies on the federal, state and local levels. Among the highlights were meetings with CNN, the Poynter Institute for Media Studies, Founder of the Women & Politics Institute at American University Dr. Karen O'Connor, then-Executive Editor of "60 Minutes" Don Hewitt, and then-Secretary of State Gen. Colin Powell (now Eisenhower Fellowships' chairman). Through the years, Rosa Maria has consistently galvanized and supported women in the political process in Peru, much attributed to the inspiration she gained through the stimulating leaders she met through her program.

Since her return to Peru, Rosa Maria frequently refers to ethics manuals she collected during her fellowship to help craft ethical standards at Peru's largest national radio station. She states that her career "is not a job about making the government happy. It is, in fact, exactly the opposite..."

Over the past decade, Rosa Maria has added to her demanding schedule. Every morning, she anchors a two-hour show on Radio Capital,



interviewing people active in Peruvian politics. Every evening, she produces and anchors a television interview show that features the likes of the Prime Minister and members of Congress.

When asked to reflect on her fellowship, she states that, "I cannot say that the EF experience changed my views about freedom. On the contrary, it reaffirmed my convictions about the right path in journalism ethics which is not, for sure, an easy way. Years later, after losing some jobs and getting others, I realize that the personal satisfaction that this job gives me is the full prize. I learned that in those days."

She describes her other prize as the lasting relationships she developed with the 24 other Fellows in the 2001 Multi Nation Program. United by friendship, as well as similar interests, Rosa Maria maintains contact with many Fellows and continues to see them and draw on them for background when reporting international news. In her words, "I learned and respect so much their diversity as well as their kindness and patience to explain to me a different and unknown world."





## NEW ZEALAND

// Re-engineered education  
in New Zealand to have an  
intergenerational focus //

2002

# Bernardine Vester

*Education Advisor to the Mayor of Auckland, EducationPlus Auckland*



"The community that I work with is New Zealand's largest area of urban poverty. The education outcomes are not as good as they might be; there's a lot of untapped potential. And how do we release that potential and get the most

from the contributions that people could make? That's the angle that we try to take."

Bernardine Vester speaks of her fellowship as being "an absolutely amazing experience", highlighting her visits with contacts in the United States who acted in intermediary roles. She said she hadn't considered what an intermediary was until she visited some USA Eisenhower Fellows who spoke highly of the potential of people in these roles and the difference they can make.

When Vester returned to New Zealand she reshaped the City of Manukau Education Trust (of which she was CEO at the time) so that it functioned similar to an intermediary organization, to allow other people to improve their own work. Part of that, she notes, is understanding how collaboration and partnership can allow people to better deliver for the communities in

which they work. Vester emphasizes one of the most powerful aspects about her fellowship: "...understanding how, for example, family learning and education itself are intergenerationally transmitted. And if you spend a lot of time and energy on just the children, then you're actually undervaluing the contributions that the families themselves can make to the education. And I was able to develop a program that I can use in New Zealand that would intergenerationally work with the mothers in particular. If a mother believes in her own educational future and understands about education, then she's much more likely to transmit that hope and potential to her children. And so, family literacy has been a very powerful model. And I learned a lot about that in the United States and I brought it back to New Zealand."

This task has been about re-engineering, but also understanding new ways Vester might tackle a problem from her own perspective. The poverty levels in New Zealand have a strong ethnic and indigenous dimension, and Vester has been making hyper-local responses. She admits she can't import a program from one country and hope that it will work in her own. She considers the programs she observed in the U.S. and works to make it her own, concentrating on the indigenous cultures and

their needs to re-engineer educational programs.

"I think it was a journey of discovery for me" Vester states. She had originally set out to take a focused line of inquiry, and looked at digital divide issues, family learning programs, and at the work of intermediaries and how they engage young people. The EF program was extremely influential, as it allowed her to take on a global perspective and to understand that programs don't sit in isolation, that they have a context, and that if one works on the bigger picture, then one has a more effective set of processes. "I think I was able to make a difference in the community because I had the opportunity to take a bigger vision and drive that vision through the programs which other people could end up owning. And I think that an intermediary is more of an advocate and a leader."

To someone who may consider applying for an Eisenhower Fellowship, Vester would say, "Do you have a vision about what it is that you'd like to see happen? What would you like to see change in the world and how would you like to go about doing it? What would be the processes and skills you would need in order to make that vision become a reality?" She believes these are the opportunities that Eisenhower Fellowships offers.





USA

2002

## Mary Scullion

*Executive Director, Project H.O.M.E.*

// Helping the homeless  
bridge the digital divide //



Sister Mary Scullion is the internationally recognized founder of Women of Hope, which provides permanent residences and support services for homeless mentally ill women, and Project H.O.M.E., an organization that provides integrated services to the homeless. As a result of her work, Mary was named by Time Magazine as one of the World's 100 Most Influential People, and her model has been replicated in cities throughout the United States.

Her fellowship goal was to find ways to help the homeless breach the digital divide. She visited successful technology-based learning centers in Hungary and Italy to identify the best practices. Upon her return to Philadelphia, she used what she had seen on fellowship to create the Honickman Learning Center and Comcast Technology Labs in 2004. The center is a three-story mega-center loaded with state-of-the-art hardware and software education systems for Project H.O.M.E. clientele, and is the centerpiece of their revitalization strategy for North Central Philadelphia.

The Honickman Learning Center and Comcast Technology Labs run programs which focus on the integration of technology with art, education and enterprise. Programs are tailored to help the residents of the community – both children and adults – move toward greater prosperity by increasing their educational and employment opportunities through comprehensive technology



and literacy instruction. Each year, the center serves over 1,200 children, teens and adults. The center provides after-school programs for students in grades K-8 and 9-12 that focus on improving math, reading and writing skills, adult programs that focus on technology skills and workforce development, and houses a community partnership school.

Sister Mary says that "The Eisenhower Fellowship network has opened my mind, heart and eyes to see beyond borders, cultures and nationalities. The network has empowered me to strive to be a world citizen." Her advice to Eisenhower Fellows is to "use the network as much as you can and contribute to it. It will deepen and stretch you in the most amazing ways and in ways you never imagined."







## ZIMBABWE

// Leveraging her fellowship to bring Zimbabwe into the international standards community //

2002

# Maureen Mutasa

*CEO, Southern African Development Community Accreditation Service*



"I always wanted to play a leadership role in the field of standardization," Maureen Mutasa noted prior to her Eisenhower Fellowship program. As director general of the Standards Association of Zimbabwe (SAZ), Maureen Mutasa achieved just that, elevating SAZ's already high reputation along with her own. She attributes her Eisenhower Fellowship experience as a major factor in her success. Most evidently, it contributed to her appointment to chair the International Organization for Standardization's (ISO) Committee for developing countries, a group that eases the way for developing countries to enter the global economy by helping them adopt standards used in international trade. Mutasa also credits the fellowship for providing her with a unique understanding of globalization, new international contacts, and the confidence and professionalism to move to a new level of international leadership.

Having achieved the organization's top position at SAZ, Mutasa was interested in taking a more international leadership role and bringing Zimbabwe into the international standards community as well. Her Eisenhower Fellowship nomination came just

then. According to Emmanuel Jinda, the chairman of the Association Board, Mutasa seized the opportunity. "Maureen's participation in the Eisenhower Fellowship came at a very timely moment. It was very exciting, as she wanted the opportunity to gain the greatest exposure possible and obtain a better appreciation from the global perspective," he says.

Mutasa brought back a number of formal agreements with American standards associations including the American Society for Testing Materials and QSU Publishing. Prior to her Eisenhower Fellowship, Zimbabwe relied solely on standards from Great Britain and South Africa. Former SAZ head Hywel Williams concurs that the wealth of resources that Mutasa brought back have "been vital to SAZ and have been used extensively."

Since the fellowship, Mutasa has made an international name for both herself and the SAZ. She has been invited to join numerous international organizations including the United Nations Framework Convention on Climate Change where she served on the UN Clean Development Mechanism and Joint Implementation Accreditation Panels for 8 years, but

her influence can be seen even more powerfully in the reputation Zimbabwe has attained in the field of standards. Jinda reports that Mutasa's efforts have "opened Zimbabwe to the world", and in a meeting with the then Zimbabwe's minister of industry and trade, the minister indicated that while political troubles have damaged Zimbabwe's image in the international community, "everyone speaks of the Standards Association of Zimbabwe glowingly."

In 2008, Mutasa became the first Chief Executive Officer of the Southern African Development Community Accreditation Service (SADC). In this role she is increasing awareness in the region of the benefits of accreditation in facilitating trade, enhancing the protection of consumers and the environment, and in improving the competitiveness of SADC products and goods, ultimately contributing towards socio-economic development in the region. Mutasa has achieved her goal of regional and international leadership, and used the opportunity of her Eisenhower Fellowship to reach these goals. In her own words, "the leadership has always been there, but the Eisenhower experience raised it to the international level."



USA

2003

## Jane Golden

*Executive Director, Mural Arts Program,  
City of Philadelphia*



When Jane Golden began the Mural Arts Program in 1984 as a small element of the Philadelphia Anti-Graffiti network, she could not have imagined the profound effect that it would have on a global scale. It began as an effort to curb the graffiti problem in Philadelphia, but quickly grew to foster constructive community relationships, not only in Philadelphia and the U.S., but internationally as well. In 2003, Jane was awarded an Eisenhower Fellowship, and used the opportunity to visit organizations in Northern Ireland and the Republic of Ireland so that she could better advance the mission and work of the Mural Arts Program. However, what came out of Jane's experience with Eisenhower Fellowships had a reach far beyond that.

// **"Government" and "justice" are not words typically associated with "art," but Jane Golden has embraced and united all three with great success //**

One of the most inspiring moments in her trip occurred when Jane visited Mount Joy Prison, the largest prison in Ireland. A conversation with the warden about the importance of humanity and rehabilitation in prisons inspired Jane to continue to expand her work with adult and juvenile prison populations in Philadelphia. In considering a project that could utilize art and function the Mural Arts Program with 2001 USA Eisenhower Fellow, IBM Executive, Diane Melley, launched the Restorative Justice Program to help inmates, ex-offenders and juvenile delinquents develop skills to become productive members of society. Participants have the opportunity to author, illustrate, and publish e-books for global distribution. This program not only benefited the participants therapeutically, but opened up new employment opportunities. The recidivism rates for those involved in these projects are very low, demonstrating the constructive and healing power of art that Golden has advocated for in all her years with the Mural Arts Program.

In a continued bond with Ireland, Jane worked with children from the Big Picture program (of Mural Arts) in 2007 to raise funds for Dublin youth to fly to Philadelphia and collaborate on a joint project. In 2008, Big Picture raised enough funds to go to Ireland. The opportunity to expand the worldviews of the children in Philadelphia and Dublin is a profound testament to the power of grassroots community efforts to open the world up for young people and facilitate new networks of understanding and



dialogue, much like Eisenhower Fellows develop by connecting with other leaders in their fields around the world. In 2009, the American Embassy in Paris worked with Jane and the Mural Arts Program to address social problems with the restorative power of art. Together they designed a project targeted at tensions about race, class, ethnicity, and opportunity that surfaced following an increase in non-native French population. What they found was that while the French understand public art, they did not initially understand the purpose of community-building through art. The French project produced three murals in suburban Paris as well as an artist exchange between Philadelphia and Paris. These were so successful, the embassy funded a second effort.

Although "government" and "justice" are not words typically associated with "art," Jane Golden and the Mural Arts Program have embraced and united all three with great success. The community-based organizing model that she has used with the Mural Arts Program has demonstrated its applicability with many populations, especially in opening up interactions between diverse communities and creating opportunities for dialogue, healing, and employment. The lasting presence of the Mural Arts Program is due in part to Golden's ability to adapt and identify where the greatest areas of need are. Golden's Eisenhower Fellowships experience opened up the world in a meaningful way not only for her, but for those affected by the positive and powerful influence of art.





*Class of 2003* | Multi Nation Program



*Class of 2004* | Multi Nation Program (above)  
South Asia Single Region Program (below)







Class of 2005 | [Multi Nation Program](#) (above)  
[Middle East Single Region Program](#) (below)



Class of 2006 | [Multi Nation Program](#) (above)  
[Northeast Asia Single Region Program](#) (below)







## PAKISTAN

2004

# Abdul Bari Khan

*Founder, Indus Hospital*

Dr. Abdul Bari Khan began working as a cardiac surgeon in 1996. Shortly thereafter, he set up a cardiac unit at Dow Medical College in Karachi, Pakistan, to provide free surgery to the poor. In an effort to broaden his knowledge of cardiac care, his fellowship goals were to visit renowned heart centers throughout the U.S. and examine the U.S. health care delivery system. A secondary aim of his fellowship was to re-establish relationships with Pakistani-American surgeons who had chosen to practice permanently in the U.S. Lastly, Dr. Bari wanted to use his fellowship to further his vision for a hospital in Karachi that would deliver free, high-quality health care to the poor.

Throughout his fellowship, Dr. Bari developed relationships with a number of medical institutions

// Founded the first free hospital in Pakistan //



that agreed to develop international exchange opportunities for American and Pakistani surgeons. He also built linkages with organizations such as Medical Bridges in Houston and Medwish International in Cleveland that provide medical equipment and disposable items to other countries. On a more personal level, Dr. Bari spoke publicly to several groups of Pakistani physicians throughout the U.S. in an effort to secure their services in their native country for one or two weeks per year.

Using the advice of the numerous U.S. health care professionals he met during his fellowship, Dr. Bari opened the Indus Hospital in Pakistan in 2007. The hospital is a state of the art tertiary health care center providing premium, completely free quality health care services. The hospital is Pakistan's first paper-free hospital and also the first to use mobile and GPRS technologies to treat people in remote, inaccessible communities.

Indus has taken a leading role in the country towards the control and prevention of tuberculosis by collaborating with the National Tuberculosis Program and by establishing a DOTS (Directly Observed Therapy Short-course) Program for the management of TB patients according to WHO (World Health

Organization) guidelines. Indus has also partnered with IRD (Interactive Research and Development), a nonprofit research and service organization committed to saving lives through improvements in global health, with the goal of new innovation and research.

In addition to these collaborations, Indus has also developed a free comprehensive community based MDR-TB (Multi-drug-resistant tuberculosis) Control Program in collaboration with the International Research and Development Center, the Sindh Government, and the Marie Adelaide Leprosy Center. Some key components of this program include free monthly consultations, investigations, counseling, free medications, household mapping, screening of close contacts, daily observation of treatment, and social support programs to encourage adherence to treatment.

Dr. Bari returns to the U.S. annually to collect donated hospital supplies and to persuade doctors to give their vacation time to volunteer at Indus. Today, Indus is the only initiative of its kind in Pakistan, providing specialized medical care to people who do not have the means to bear the high costs associated with quality medical treatment. More than 600,000 people have received free treatment at Indus.





INDIA

// Strongly believes that it is not the products that bring in profits, but healthy and satisfied employees //

2004

## Raman Madhok

*Group Director – Human Resources, JSW Group, Mumbai, India*

Raman Madhok recounts his time spent in the U.S. as an experience that encouraged him to become more confident, humble, and eager to explore uncharted waters. At the time of his fellowship, Madhok was working as the joint managing director & CEO of JSW Steel, an Indian steel company owned by JSW Group, which is one of the largest business conglomerates in India. He believes his absence from the company helped to identify a potential successor internally and to build a strong leadership team, allowing Madhok to move on from the company a year after his return from the U.S.

After his fellowship, Madhok describes himself as “intellectually intoxicated enough” to take on the challenge of building the first greenfield value added steel plant in the United Arab Emirates for a local sheikh. Living in a new country, he learned to rejoice in diversity of opinion, nationality, religion, bureaucracy and politics. Two years later, having set up the world class facility, he moved back to India unemployed. Madhok’s wife, who travelled with him during his fellowship, decided to start her own consulting company, and asked Madhok to join her as a partner.

One of Madhok’s biggest takeaways from his fellowship was that each leader he met with had excelled not because they were masters in their field, but for the fact that they always did things they were passionate about. They also built upon the individual strengths of each person they led on their respective teams. Madhok used the same principles in his work as a partner, and was successful in delivering significant improvements, especially financially.

In August 2012, after being away for nearly seven years, Madhok returned to JSW Group to pursue what he is most passionate about: working with people. Madhok strongly believes that it is not the products that bring in profits, but healthy, satisfied and contributing employees. Madhok describes himself as fortunate that JSW has leaders that share this belief, and who support and collaborate creatively and strategically in building the organization in its goal to be at least a U.S. \$50 billion conglomerate by 2020.

Madhok attributes a large portion of his personal success and growth to many conversations he had during his fellowship. His



meetings taught him to be warm, informal, clear, focused, respectful of diversity, and to use the medium of business to solve the big issues at the core of humanity’s challenge—including tackling poverty and global health. As a result, Madhok is now deeply involved in the work at the JSW Foundation which is committed to enhancing the quality of life in communities and empowering them for sustainable livelihoods.

Currently, Madhok is also heavily involved in a global initiative with his brother, based in the U.K. to engage Indian doctors to provide affordable and safe health care in India through “Leadership for Health”. Their aim is to build capacity through technical support and leadership development using their personal expertise, their networks, previous work experiences and resources. Madhok states that, “to me this is the most important consequential outcome of my two months stay in USA in 2004 which has galvanized me to give back to society, truly in the spirit of what an Eisenhower Fellow should be doing. As this initiative gathers momentum, I will reach out and collaborate with other Fellows globally for betterment of one and all”.





**MALAYSIA**

// Found unexpected confidence  
& personal enrichment a world  
away from home //

2005

## Kamal Khalid

*Chief Operating Officer, Business Development and International, Media Prima Berhad*

Media Prima is the largest integrated media company in Malaysia, where Kamal Khalid is responsible for business development for the group and operations for its television stations.

At the time of his Eisenhower Fellowship, Khalid was Special Assistant to the Prime Minister of Malaysia. Many of the appointments and much of the program on his fellowship related to his position in the government. One of his roles included communications for the prime minister's office, so Khalid considered the ways in which government policy is communicated to the public in the U.S. At the same time he also managed to fit in a few meetings around finance and venture capital because that was in his professional purview in the past.

Of his program, Khalid says, "I think that the benefits that derived from my experience from the fellowship are more personal than professional. Professionally, it helps of course if there are certain things that you need to do



and it always helps to have a personal relationship with the person on the other side of the table. It is one of the benefits of being an Eisenhower Fellow: there is a huge network of Fellows around the world in different fields and in different disciplines, but I think for me the biggest benefit that I have derived is personal development. Going on the fellowship opened my eyes. First of all, to possibilities for personal growth, but also I think it inducted me into a fellowship of brotherhood and sisterhood of people that come from a variety of different backgrounds who involve themselves in a variety of different disciplines, but like-minded enough and have enough in common to be able to establish a connection and I think that it is something that is very, very rare."

When asked about the alumni network in his country, Khalid noted that he is the secretary for the association and counts himself fortunate that his group has 31 surviving Fellows. He also notes that he still keeps in

touch with the other Fellows from his 2005 cohort.

One memory that Khalid highlighted was a day during the fellowship where he started off with a few professional meetings but he also had time to hop on a train and walk around the city and catch a baseball game at night; all in the space of 18 hours. Taking this opportunity to wander off the beaten path and take in a bit of Americana, Khalid found more personal enrichment. He said, "I suppose that the fellowship opens your eyes to the fact of how life can be so much richer than it is and I think it gives you the confidence that you possess the tools to enrich yourself. I think that it is the biggest thing that I have taken away from the fellowship."





## AUSTRALIA

2006

### Melissa Little

*Principal Research Fellow,  
Institute for Molecular Bioscience,  
University of Queensland*



// A rise to leadership in the  
world of stem cell research //

When Dr. Melissa Little began her Eisenhower Fellowship in 2006, she was already a recognized leader in the life sciences whose influence extended throughout Australia and beyond. Her positions at the time included Principal Research Fellow of the National Health and Medical Research Council and Founder and Chair of the Renal Regeneration Consortium, a national collaborative effort to develop alternative treatments for chronic kidney disease.

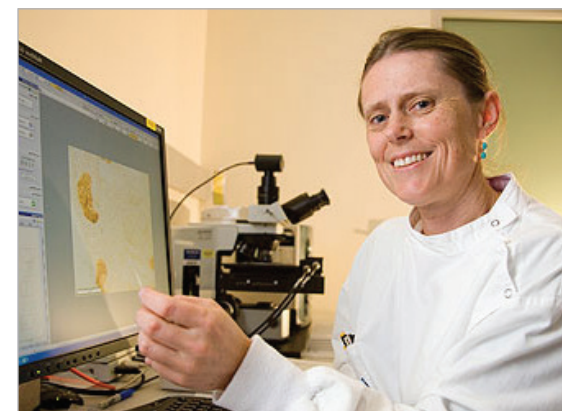
Her fellowship took her to 15 cities across the country, where she met with politicians and policy-makers on the federal and state levels to get insights into the political realities and public sentiment with respect to embryonic stem cell research. One of the most influential outcomes of these meetings was a greater appreciation of how important it is for members of the scientific community to engage with the public.

Melissa also met with CEOs and others at various biotech and pharmaceutical industries. One of her most noteworthy experiences was her visit to the Pima-Maricopa Indian Community in Scottsdale, AZ, a community that suffers from an extremely high rate of renal disease. In reflecting on this experience, Melissa commented, "What impressed me the most was the empowerment of this community to deal with and care for its own" and went on to say, "This was a community taking charge of its problems, and it was an inspiration to watch."

After her return to Australia, Melissa's career trajectory soared. Within a year she had accepted a position as the Chief Scientific Officer of the Australian Stem Cell Centre. During this time, Melissa established and opened a research laboratory in Queensland called the IMB Kidney Research Laboratory. The research center focuses on molecular genetics of kidney development and the causes of renal disease with the aim of developing stem cell technology for use in kidney regeneration.

Shortly after adding these roles to her resume, Melissa also returned to her position as a Professor at the University of Queensland. She has pioneered stem cell biology in the area of kidney disease, becoming a world leader on this topic. This has included bringing together several international consortia to work on the problem of renal disease and regenerative medicine. She is also involved in several national leadership roles in health and medical research in Australia, including the current McKeon review of Health and Medical Research.

When asked to reflect upon her career and impact since her fellowship experience, Melissa writes, "I feel like leadership was something that was thrust upon me and not the other way around. I have had a career characterized by reaching positions of responsibility way too early, or was I blessed with opportunities for independence that many don't have until much later in their careers? The other women in the Multi-Nation group I was a part of not only provided their friendship, but simply existed and thereby gave me the evidence that I could be a scientist, a professional, a leader and a mother. What this group showed me was that each person on the globe shares the same fears and aspirations for the ones that they love."







**SWEDEN**

2006

// **Accustomed to navigating through ideas, found his own way to effectively lead others //**



## Nicklas Lundblad

*Director, Public Policy and Government Affairs, Google, Inc*

Nicklas Lundblad reflects that, "The Eisenhower Fellowship changed my life, and continues to help me change it. The people, experiences and insights that the trip provided me keep coming back in different forms and shapes when I encounter new opportunities and challenges in my own life."

Lundblad had a meeting at Google during his program that, at the time, seemed almost a failure, which turned out to hold the key to the past six years of his career. He was to meet with the head of public policy, Andrew McLaughlin, who was delayed 90 minutes on his return from China. McLaughlin's visit to China immediately opened their conversation up to one of Lundblad's key talking points. Lundblad conveyed his feelings that Google should not enter China, which McLaughlin defended. Of the meeting Lundblad states, "Andrew was, and is, my intellectual superior in all ways. I left the meeting feeling electrified by the wonderful discussion, but I never imagined it would be much more than that".

A year later, Lundblad received a call from a recruiter for a position he had applied for, who asked him to hold for Andrew McLaughlin. When McLaughlin came on the line, his first words were, "So. Have

you gotten over China, then?" Lundblad was hired by Google and spent the first two years of his employment building up a presence in the Nordics and in international organizations like the Organization for Economic Development and the International Code Council. Because his next assignment would require him to move his family, Lundblad left Google. He describes this as the second time his fellowship helped him make a life-changing decision. Lundblad reflects, "I had my priorities straight after the fellowship: family first and career second, and always beware of the rigor mortis in the status quo".

Six months later, in the midst of Swedish winter, Lundblad and his family changed their minds. Lundblad called Rachel Whetstone, who had filled McLaughlin's position, and she welcomed him back with open arms. Lundblad spent the following three and a half years building a strategy and analysis team for public policy. Today that team is established in Mountain View, California, London, Singapore and Hamburg and has about 20 members. Lundblad describes this role as initially quite challenging, as the management experience he had before taking this on was limited. He did not think of himself as a people

person (much less a manager), always wanting to lead through ideas rather than people. Lundblad attributes his fellowship to helping him navigate these initial challenges. He drew upon the experiences he had, and he recalled what he had learned from those with whom he met on fellowship. He also drew upon the thoughts of the Fellows on his program, who were constantly engaged in dialogue about leadership, personal growth and ideas. Lundblad ended up taking a definite weakness and using it to challenge himself. He was determined to become an effective leader.

In 2012, Lundblad was elected a "Great Manager" out of 21 managers globally in Google, a humbling leadership award based on his team, peers, and metrics on performance. Lundblad believes he owes much of that award to his fellowship experiences, and mentors from the Eisenhower Fellowship alumni circle, particularly Governor Peter Egardt (1989 Eisenhower Fellow from Sweden). After three and a half years Lundblad decided to leave Google in the U.S. and move back to Sweden. He will remain with Google but he will work on free expression issues going forward, with his base in Stockholm. Of this, Lundblad states, "You see, the fellowship taught me, perhaps most importantly of all, that it is okay to seek your own path in this world. Well, that and also that sometimes people who are late for meetings change your life forever. So, summing up? The Eisenhower Fellowship taught me to embrace and craft change. For that I am eternally grateful".



## PHILIPPINES

2007

### Rafael Bundoc

*Associate Professor & Medical Consultant,  
University of the Philippines*

**// Launched the first School  
of Prosthetics and orthotics  
in the Philippines; one of  
only 12 worldwide //**



A medical doctor, a clinician and an academician who specializes in prosthetics and orthotics, Dr. Rafael Bundoc used his Eisenhower Fellowship to examine curricula at a range of U.S. medical schools. When he returned to Manila, the contacts he made during his fellowship helped him locate funding and launch the Philippine School of Prosthetics and Orthotics, the first in the country and one of only 12 in the world. The school opened during the 2011–2012 academic year, offering a five-year program leading to a Bachelor of Science in Prosthetics and Orthotics. Lecturers come to the Philippines to participate in the program through Physicians for Peace, an organization that engages healthcare workers to deliver training and support to healthcare teams in underserved regions.

A highly-trained physician, Bundoc's main interest is in the field of scoliosis surgery and cervical spine surgery. His clinical practice is based at Philippine General Hospital, where he takes an active role in research involving spine surgery. Bundoc's pioneering efforts led him to establish the first and only biomechanical laboratory in the Philippines. He is also a renowned orthopedic spine surgeon and maintains a thriving private practice. He is one of the 1996 Ten Outstanding Young Men (TOYM) Awardees for Medicine (Orthopedic Surgery).

Bundoc performed a surgical first in the world by completing a Cervical Inter-Facet Distraction Decompression (CIFDD) procedure. This procedure was conceptualized by a group of surgeons with whom Bundoc met at the University of California in San Francisco, and was successfully performed on two patients with the support of American surgeons.



This revolutionary technique is minimally invasive, where doctors gain access through two small (1.5 cm) incisions in the skin to deliver the implant to the desired areas of the cervical spine. Implants are placed between the facet joint (joint connecting one vertebrae to another) of the affected level of the cervical spine, thereby releasing and decompressing the nerve. After the procedure, the patient is relieved of painful symptoms. Bundoc is hopeful this new procedure will soon become an alternative to open disc removal or discectomy procedures for people suffering from a condition called recalcitrant

cervical radiculopathy (a nerve root trapped in the cervical spine).

Of Bundoc, it has been written that "his unpredictable and exciting lectures coupled with his bursting passion to share his knowledge in orthopedics make him a very respectable figure at the University of the Philippines College of Medicine (UPCM). In fact, he epitomizes the kind of physician UPCM dreams

its graduates will become. With his bright mind, Dr. Bundoc has been awarded numerous grants, training offers and opportunities to work abroad, but he opted to remain in the Philippines, not only to be with his family but also to serve his country. With the increasing number of graduates who leave in search of greener pastures, he represents a minority of highly gifted physicians who choose to remain. His achievements are testaments on how he has become a holistic individual. He embodies the qualities of a well-rounded physician and he exemplifies the nobility of the profession. Despite the numerous awards under his name, Dr. Bundoc has not stopped reaching for greater heights."





## BANGLADESH

// Creating opportunities for people with disabilities with new allies in the U.S. //

2008

# Nafees Rahman

*Director, National Forum of Organizations Working with the Disabled (NFOWD)*

In Bangladesh, after one completes medical education and training, before selecting a specialization, one has to work for three years as a doctor. Upon completing this stage and when it came time to select a specialized field of medicine, Dr. Nafees Rahman decided to diverge on a new path and try something different. He received the opportunity to work in disabilities and that was it for him, noting that he found “it much more meaningful – something that I could give back much more to the people”.

When considering the goal of an Eisenhower Fellowship, promoting national leaders into global leaders, Rahman admits, “I think that I got much more than I asked for”. While on his fellowship, he reviewed American policy work and compared it to various global policy platforms. He recounts opportunities in meeting experts and advocates in disability work whom he had read about, all the while, trying to know them better and trying to understand the challenges in the global disability arena, and the entire politics behind disabilities.

Rahman highlights his program’s unexpected outcomes: “I think in my fellowship, the interesting

part was not only listening but also talking about what we do. When I was doing that, talking about our experience—our work—the more I talked about it, the more questions I had about my own work which I was able to find answers to myself. And when I was discussing with other people and listening to their experiences, I could relate much with that although the contexts are entirely different because the U.S. is one of the most developed countries and Bangladesh is still a developing country. But, it gave me some new ideas, which I could contextualize in my work, and that’s how we understand the developing movement about disability much more.”

The first meeting Rahman had on his fellowship was with the president of the American Association of Persons with Disabilities who introduced Rahman to other activists. Rahman speaks proudly of his ability to stay in contact with the people he met on fellowship and so many others through the wonders of social media. He said, “I’m pretty active on Facebook, and through that connection, I’ve come into contact with several hundred people with disabilities and spoken with advocates and activists in the U.S. And because of my fellowship I have gotten the opportunity to meet these people and talk with them; so we are learning from them almost every day. Now, people say, ‘Why Facebook?’ and I say that Facebook is a very interesting place where you can do many professional things in a very personal way and in

a more non-formal manner and that’s how we’re learning. I work as the director of a national network—networking is part of my job. So I’m linking up people with disabilities in Bangladesh, through Facebook, with all these people, and I think that’s part of the fellowship.”

When asked how being an Eisenhower Fellow has changed him or impacted his life, Rahman notes, “I think I haven’t changed as a person, but it’s changed the way I analyze things. It’s changed the way I try to see a problem earlier and the way I see it now. It changed the way I can try to address the problems and...it has changed the way I work.”

Of his many memorable experiences from his Eisenhower Fellowship, Rahman first notes his work in policy and during the last few years, the biggest change that has happened in the disability field is the United Nations Conference on the rights of people with disabilities. Rahman attended this conference during his fellowship and notes, “I would say that was a very big experience for me, being at the United Nations where the whole world was looking forward to this day. There are about one billion people in the world with a disability of some sort and all their rights—and most of them live in developing countries—and all their rights are enshrined in this convention. And that is the day we were celebrating. So for any disabilities rights advocate, being there, being a part of that history is definitely a memorable experience.”





**KENYA**

2008

## Sam Thenya

*CEO, Nairobi Women's Hospital*

// Improving women's healthcare, increasing access, & having a greater social impact //



"I really did not mean to start a hospital. It was by default. It was because I was so unhappy with the way I found hospitals were running in Kenya and one of the things that I was very passionate about was women's healthcare. And one day, I realized that somebody who came to the hospital, which I was working in, had been sexually assaulted. What upset me most was that we, as the hospital, were supposed to be not-for-profit, and because she (the patient) did not have anything, we were not able to offer her any service. And I went into my own pocket and paid for her. That really distressed me, and when I went to see the CEO of the hospital the following day, he told me, 'Look, why don't you start your own hospital and offer free services,' and that's exactly what I did. So, it was out of emotion and passion that this happened and I never really meant to start a hospital."

Thenya has grown to meet the needs of the environment surrounding him, now running four hospitals and is looking to expand in Kenya and in the East African region and then into the rest of Africa as well.

Before he left for the U.S. on his Eisenhower Fellowship, the Nairobi Women and Children's

Hospital (NWCH) had only 57 beds. As of 2012, Thenya's hospital system had 226 beds with a medical training college. Currently, they treat more than 10,000 inpatients every month throughout all the branches of the hospital. On a daily basis they see more than 500 people.

Around 2007, his company was struggling to see how to develop and to grow: Thenya had a couple of investors, some doctors, and a board. After his fellowship, he returned to Kenya and fired the entire board, bought out all of his investors, and repositioned the hospital. The main impetus for this was the struggle over which model to use: whether to take in profits and just be happy running a small hospital (which is what the majority of the investors wanted), or to grow it into a big organization that had a more international outlook. As it was, NWCH was receiving international attention, but for Thenya, that was not enough. His Eisenhower Fellowship helped him realize the greater purpose of his business. It helped him realize that the purpose was not just to make money, but to have an impact on women's healthcare - not just in Kenya, but also in the region, in Africa, and in the world. The fellowship helped

open his mind to the potential for growth for his hospital and its possible impact on the rest of the world. Because of this he founded chains of hospitals with 167 branches, attending to millions of patients, and having a huge impact. For Thenya, this is about social investing. He said "the fellowship just did it for me", and Thenya realized he could also have a grand hospital in Africa, sustainable in terms of profitability, because that is key, but above all, with the purpose of having an impact on other people's lives.

Witnessing the disparity of those with healthcare in the U.S., and those without "was a huge eye-opener for what we should not do in Kenya, in Africa, and for that matter in the rest of the world".

In terms of the inspiration he received from his Eisenhower Fellowship, Thenya has said that he "still remains focused and I now work not because I really have to, because I'm not really working for myself anymore, I work and I get motivated by the impact the hospital is having on the society. And for me, this has been quite key in getting me out of bed every day".





Class of 2007 | Multi Nation Program (above)  
Common Interest and USA Programs-  
Urbanization (below)



Class of 2008 | Multi Nation and USA Programs (above)  
Latin America Single Region Program (below)







Class of 2009 | Multi Nation and USA Programs (above)  
Common Interest Program–Energy (below)



*This world of ours... must avoid becoming a community of dreadful fear and hate, and be, instead, a proud confederation of mutual trust and respect. —DWIGHT EISENHOWER*





## ROMANIA

// An “evangelist entrepreneur”  
investing in passion and  
compassion //

2008

# Irina Anghel-Enescu

*Secretary General, South Eastern  
European Private Equity and  
VC Association (SEEPEA)*



Irina Anghel-Enescu likes to call herself “an evangelist of entrepreneurship in Eastern Europe”. Like so many Eisenhower Fellows, she wears several hats in this respect. She also notes that she thinks she owes her “shifting career” to Eisenhower Fellowships.

When asked how her EF experience changed her, Anghel-Enescu said, “I think I was a successful international lawyer and I thought I understood very

well what I wanted to do with my life. And then I had the opportunity of meeting some like-minded people, who allowed me to discover that I was missing out on passion and compassion in my life. And even though I still think it was a very good period of my time when I was lawyering, I think I am doing far more interesting things right now.”

Anghel-Enescu notes Romania’s history as “a country in which even the barber shop was state owned during the communist years. And parents were generally not encouraging their kids to get into entrepreneurship because it didn’t have the best reputation. And, of course, this doesn’t have a very good effect on the economy. The social mobility, which is provided by entrepreneurship, was not moving in the right direction.” So she decided to focus on inspiring people to follow their paths and their passions and start their own businesses.

Anghel-Enescu said she likes to describe the fellowship as “a unique experience where someone has chosen carefully, people with high potential of becoming your best friends from all over the world.” She notes some of the fascinating aspects for her weren’t necessarily professional. “When I started the fellowship, I thought that the most amazing thing would be to meet the American leaders I was told I would meet during my program. Then I realized, even though this was great, even more important was my ability to connect and bond with the other Fellows, amazing people from 23 other countries, with whom

I’m still very good friends and in close touch with. And then I went into the next phase, which was even more amazing: I discovered that whenever I was traveling (and I had the opportunity of traveling a lot after that) I have met many other people that I have more things in common with than it looked like at first.” From Malaysia to Argentina, whenever she travels, Anghel-Enescu knows that if she meets an Eisenhower Fellow, “we will be able to talk about wonderful things and even hope to have wonderful projects together.”

Upon her return to Romania after her fellowship travels, the first thing she did was to invite everyone to a small gathering to share her EF discoveries. Of her fellow Romanian Fellows, Anghel-Enescu said she “was certain that my Romanian Fellows were going to be as amazing as my Fellows from all over the world. And, of course, my expectations were exceeded, and I am now good friends with all the other Fellows and I managed to persuade them to create a Romanian Chapter of the Alumni Association.” These days, Anghel-Enescu is helping other Romanians to become part of this family of Eisenhower Fellows.

To someone who is considering applying to be an Eisenhower Fellow, Anghel-Enescu says, “Do you want to have an eye-opening experience and meet people whom you may think that you don’t have many things in common with and who can change your life and inspire you in an amazing way? Go for it.”





INDIA

// Laying the  
groundwork for  
India's 'intelligent'  
electrical grid //

2009

## Kapil Mohan

*Managing Director, Krishna Bhagya Jala Nigam Ltd., Government of Karnataka*



Kapil Mohan believes electricity must be available to all in order for there to be sustainable and equitable development in India. When he was selected for the 2009 Eisenhower Fellowship as part of the "Fueling Growth Program", he took this opportunity as a step toward this challenging goal.

At the time of his fellowship, Mohan was the director at the Ministry of Power, in charge of electricity distribution. He managed a budget of \$7 billion to provide electricity across the country, including over 100,000 villages and 75 million households. The Indian Government, as well as Mohan, were grappling with the twin challenges of providing electricity access to rural households without electricity connections, and improving the efficiency of the electrical grid, which was losing one-third of the electricity input. The massive expansion of the rural grid gave an opportunity to plan for an efficient grid, which would utilize information and communication technologies to monitor the electrical energy flows and bring about efficiency in operations.

Throughout his fellowship, Mohan used these two challenges as catalysts for "fueling growth". He took the opportunity, which he described as "exhilarating", to visit electricity distribution companies across the

U.S., to meet policy makers in Washington, D.C., and state capitals, and to interact with various regulating agencies and industries involved in development and operation of the electrical grid across the country. Mohan's fellowship also came at an opportune time as the Obama Administration launched the development of smart grids as one of the measures to revive the American economy in 2009.


Mohan recognized the need for India to plan for an intelligent electrical grid that was reactive to changes occurring around it based on the integrated information and communication technologies that he witnessed on his fellowship. He said, "my exposure to advanced technologies under development, as well as my discussions with leading thinkers on the subject and interaction with the business leaders in the field, have enriched my knowledge base and also made me more confident in making decisions, particularly those relating to the use, selection and adoption of technologies in the future. This experience is timely, as India is in the process of rolling out power distribution efficiency initiatives. I am thus uniquely placed to exploit the potential of my fellowship learnings."

Upon Mohan's return to India, he established

two institutions to promote the development of smart grids. The first one, India Smart Grid Forum (ISGF), is an inter-Ministerial task force of the federal Government, which tackles issues experienced among the various departments of the Indian Government. It now has more than 100 global members representing electrical utilities and the IT sector. The Forum is a vibrant organization charting the future development of the electrical grid in India in step with the latest development of technologies. The forum represents a huge success in combining public sector vision with private sector dynamism.

The second institution is the Smart Grid Federation of India (SGFI), a public private partnership venture that helps the Indian power sector deploy smart grid technologies in an efficient, cost effective, innovative and scalable manner by bringing together all key stakeholders and enabling technologies. The institution also undertakes research work and other efforts such as scoping the capabilities of smart grids in the Indian context through case studies, cost-benefit framework, and technical advancements in the renewable energy source; as well as providing advice to Government, Regulators and Utilities.





*Eisenhower Fellowships has given me the platform for exploring a dream that I have had for about 18 months.*

—YEWANDE SADIKU, 2010 NIGERIA

## 2010s

An inaugural Women's Leadership Program in 2010 with 26 Fellows hailing from 15 countries and a variety of professions was lauded by alumni of both genders and concluded with a highly successful Leadership and Innovation Conference in Philadelphia, setting the stage for themes of Women's leadership and innovation that would continue in the coming years. A new initiative, "Consequential Outcomes" was launched in 2012 to encourage Fellows to collaborate on projects post-fellowship to advance Dwight D. Eisenhower's vision of a more just, prosperous and peaceful world. Current plans for 2014 include a Women's Leadership Conference in London and a Common Interest Program, with a theme of "Innovation".



## INDONESIA

2010

### Tri Mumpuni (Puni) Iskandar

*Executive Director, IBEKA (People Centered  
Business and Economic Institute)*



Tri Mumpuni Iskandar is executive director of the non-governmental organization she founded, IBEKA. In this role, she empowers poor and rural communities by providing them with electricity and energy from renewable resources. IBEKA develops mini-hydropower plants in villages, and the proceeds are invested back into the village. On her fellowship in 2009, Puni visited rural community and infrastructure development projects that foster self-sufficiency.

// With IBEKA, has built 82 community-run hydropower plants that provide electricity to 500,000 in rural Indonesia //

Since 2009, Puni has been implementing new projects in the communities that IBEKA serves based on her experiences during her fellowship. While in the U.S., she visited Stanford University's program "Entrepreneurial Design for Extreme Affordability", which brings together students and faculty from engineering and business programs to find solutions to lower technology costs that could benefit rural communities. After witnessing the traddle pump that was designed through this program—a pump that gave farmers access to water and only cost 20 US dollars—she invited the Stanford Design group to Indonesia.

Students and faculty from the Stanford Design group have visited IBEKA each year since Puni's fellowship. In 2010 they visited Aceh in the northern part of the Sumatra Island. In this region candle nut farming is a major industry, and the group worked in partnership with IBEKA to create an affordable, reliable nutcracker to help maximize production capacity for the farmers. The group developed the iNut, which uses a foot-powered slingshot to break the nuts. It is produced locally for less than 25 US dollars, and it has increased the economic potential of the farmers.

On their visit in 2011, the group worked again with IBEKA to address the challenges of water access faced by residents of Nusa Penida, where the source of water is 150 meters downhill. The energy needed to pump the water posed significant challenges. The

group developed FlexiTangki, an all-in-one rainwater catchment and storage device that provides 2,500 liters of reliable, quick-filling rainwater storage. The storage is enough to sustain two people's cooking, drinking, and bathing needs for the three month dry season in Nusa Penida.

The group from Stanford partnered with IBEKA to find collaborative opportunities in renewable energy as well. Together they created mini hydroelectric projects. The electricity produced by these projects is sold to PLN, the government owned supplier of electricity. The unique aspect of this endeavor is the cost sharing model, in which PLN shares the profits with the local communities whose resources are used to produce the electricity. IBEKA has built 82 community-run hydropower plants that provide electricity to 500,000 in rural Indonesia. It was this initiative that was specifically cited when Puni was awarded with the prestigious Magsaysay Award in 2011.

This is only a sampling of Puni's impact in Indonesia and the results of relationships established while she was on her Eisenhower Fellowship. Puni says "there are many more experiences I have gained because of my Eisenhower Fellowship, not only internationally, but in Indonesia as well. We are currently planning to bring together the talents and resources of all Indonesian Fellows to collectively initiate a project that will serve the underprivileged of Indonesia."







MEXICO

2010

## Alejandro Alfonso Diaz

CEO, *The American British Cowdray (ABC) Medical Center, I.A.P.*



The first challenge Díaz faced as an Eisenhower Fellow was appointing an acting CEO of the ABC Medical Center while on his program in the U.S. With the president of the Board of Trustees, Díaz decided that his absence would be an opportunity to show trust and respect to all of his direct reports.



// Empowering people through trust and respect, in healthcare and beyond. //

They encountered some challenges from board members who were against this decision, but Díaz was absolutely sure that each one of the vice presidents and directors throughout the organization were capable of managing their responsibilities and working together as a team. The result of this decision is that, today, the ABC Medical Center has a stronger leadership team.

Díaz had a great opportunity to think about the challenges ABC faced from a new and fresh perspective, thanks to the numerous meetings he had with healthcare leaders in the U.S. These encounters gave him the chance to understand and reflect on how ABC could import and customize acquired knowledge. Some interviews that gave important insight into critical topics were Díaz's discussions with Dr. Steven M. Altschuler, CEO of the Children's Hospital of Philadelphia and William Oetgen M.D., Clinical Professor of Medicine at Georgetown University Medical Center. In these meetings they addressed corporate governance, and how it is often difficult to distinguish the difference between the responsibilities of board members from those of the executives in charge of a hospital's operation, as well as the critical attributes a board member has to fulfill to become a good board member, and how it is sometimes necessary to exclude the important donors from the boards, and so on.

The experience that had the strongest impact on Díaz was his visit with Dr. Richard Kunkle, a senior

coach at the Kennametal Center for Operational Excellence (KCOE) and professor at Saint Vincent College. Dr. Kunkle is a USA Eisenhower Fellow from 1994 and an expert in Toyota Production Systems (TPS). He toured Díaz around several hospitals in the Pittsburgh area, which was the first time Díaz had the chance to visit a community hospital's facilities in the U.S. Of the visit, Díaz noted, "I could find that even though they were somehow limited in resources, through the implementation of TPS methodology, those hospitals are able to deliver care with world-class standards." After months of conversations and visits from the ABC team, Díaz hired the services of KCOE. Today, the ABC Medical Center, with Dr. Kunkle and his team, are implementing the TPS methodology with pronounced results because its values are founded in empowering people through trust and respect among everyone who is working at the organization.

"The EF Program has given me a broad perspective about healthcare in the U.S., mainly due to the visits made to community hospitals, where I observed how they were able to go through cultural change processes. Another constant was people's (ability) to talk about the problems and mistakes as the first step to finding a solution. They are not afraid to recognize errors because in doing so, they will be on their way to solving them. I can say that the Eisenhower Fellowship program has influenced my professional style and also that of hundreds of people that work at ABC Medical Center."



## NIGERIA

2010

// Eisenhower Fellowships was the cornerstone to the creation of her film and the crucial beginnings of a new phase for Nollywood //

# Yewande Sadiku

*Head, Investment Banking of Stanbic IBTC Bank Plc*



On her fellowship in 2010, Sadiku studied the role of the financial sector in supporting the development and growth of the media and entertainment industry in the U.S. During this time, she became inspired by the use of film to allow inner city communities to tell their stories. She said, "Eisenhower Fellowships

has given me the platform for exploring a dream that I have had for about 18 months. EF allowed me to see the U.S. through fresh eyes and to properly engage it professionally for the first time in my life. I have made many personal and professional friendships with Fellows and with professional contacts that I expect to continue long after the fellowship period. I have met with people who have enriched my life and who have opened my mind to possibilities."

In May 2012, filming began for *Half of a Yellow Sun*, with Sadiku acting as an executive producer. Leveraging her experience as an Eisenhower Fellow, she raised about £3m for the production of the film from Nigerian investors, which was about 70% of the total budget. The film is based on the book by Nigerian author Chimamanda Ngozi Adichie, and tells the story of the effect of the Nigerian-Biafran War (1967–1970) through the dynamic relationships between two sisters and their lovers, stars Thandie Newton, Chiwetel Ejiofor and Onyeka Onwenu. Sadiku sees the film as a "bridge between Nigerian cinema and the international film community. Most of the local crew members, who make up roughly 60% of the production, are getting their first chance to work on a film with a high level of technical detail, acquiring skills that will help the local industry moving forward."

This is the first capital campaign of this magnitude in Nigeria for a film. Sadiku believes that the success of this film will improve the comfort of Nigerian investors with film investments and allow Nigerian filmmakers to raise formal financing in the future beyond their circle of family and friends. The score

for the film was recorded in October 2012 and a trailer for the film was shown at the recent African Leadership Network event held in Accra, Ghana. The production quality and values of this film have also raised the bar to indicate what is possible from a production shot in Nigeria. The wide international distribution of the film should also ensure that a "made in Nigeria" film achieves worldwide distribution on a scale that has never been achieved with a "made in Nigeria" film before. Looking towards the future, Sadiku hopes that this success will serve as a basis for developing formal structures for film financing, and that it will unlock the economic potential that the Nigerian film industry holds.

Of this accomplishment, Sadiku said "This was the dream that led me to Eisenhower Fellowships and I tried to bring everything that I learned on the fellowship to bear in structuring the fund raising. The fellowship was the cornerstone of my journey to the film, and I want to thank the EF team for the great work that you are unconsciously doing for people (dreamers) like me around the world!"







## MONGOLIA

2011

# Oyuna Tsedevdamba

*Member of Parliament, Government of Mongolia*



"Because of my Eisenhower Fellowship I brought a dinosaur home!" shouts Oyuna Tsedevdamba of her EF experience. In early spring of 2011, a half dozen interviewers from the U.S. Agency For International Development

(USAID) office in Mongolia sat in front of her and wondered why she chose to study dinosaur parks during her Eisenhower Fellowship program. At the time, Tsedevdamba was the president of The Democratic Women's Union of Mongolia, so this task was seemingly irrelevant. To their inquiries, she responded, "Because Mongolian dinosaur heritage is under threat due to increasing mining activities and lack of public awareness."

A few weeks later, she received news of her acceptance to Eisenhower Fellowship's 2011 Northeast Asia Regional Program, the second one in EF history. Tsedevdamba immediately began researching election financing, law enforcement offices, water quality policies, gender equality policies and, of course, dinosaurs! Of her fellowship travels, she says they were "wonderful...my notes filled

// Because of her fellowship, she returned a dinosaur to its original home //

two 100-page notebooks, and I had many exciting meetings. One of most exciting meetings occurred in Vernal, Utah at a visitors' center of the National Dinosaur Park." She introduced herself to Dan Chure, the chief paleontologist of the park as "a politician from Mongolia yearning to learn about dinosaurs".

They bonded over their concern for Mongolia's problem with dinosaur bone smugglers and the lack of action from the Mongolian government. Chure cleared his calendar for the day so he could further discuss these issues with Tsedevdamba. She admits that at the time of their meeting, she wasn't aware of long-time fossil smuggling crimes that were happening in Mongolia, nor was she aware of how to prevent such crimes. Tsedevdamba notes, "A day in Vernal opened my eyes and fueled my interest in dinosaurs. Following that meeting I contacted a Mongolian paleontologist Bolortsetseg from New York City and collected more reading materials."

For the six months following Tsedevdamba's fellowship travels, dinosaurs never left her mind. She continued reading on the topic in preparation for her first major article for the Mongolian public. Her article, "Dinosaurs' Dream" appeared in a newspaper *Ardchilal* on May 17, 2012, just one day

before International Museum Day. The next morning, Tsedevdamba's husband informed her that there was a *Tyrannosaurus bataar* being auctioned in the United States. With a name including "bataar" she inferred that it must be Mongolian. She followed up with Bolortsetseg to verify, and he pleaded with her to reach out to her contacts in the government to stop the auction.

Tsedevdamba credits her Eisenhower Fellowship for making her possibly the only Mongolian politician who would know exactly what to do in that case. She called President Elbegdorj Tsakhia, who invited her to his office to discuss the theft issue. After their talks, President Tsakhia started his claim to request the *Tyrannosaurus bataar* be moved back to Mongolia. Since that conversation, Tsedevdamba coordinated all the activities during the legal dispute and the return of the dinosaur.

This story of the return of the *Tyrannosaurs bataar* (also known as *Tarbosaurs bataar*), its repatriation, and the opening of a temporary museum in the center of Mongolia's capital in Ulaanbaatar has become major news in the world media throughout the past 12 months. And it all started with Tsedevdamba's Eisenhower Fellowship.





USA

2011

## Chris Nowinski

*Co-Director, Boston University, Center for the Study of Traumatic Encephalopathy*



// **Uniting organizations to prevent brain trauma in athletes** //

At the start of his Eisenhower Fellowship, Chris Nowinski had two roles: executive director of the Non-Profit Sports Legacy Institute and co-director for the Study of Traumatic Encephalopathy at Boston University's School of Medicine. He said his dream was "to grow those organizations to help create a world where we aren't hitting kids in the head (referencing football and other sports) and creating a degenerative brain disease that we have studied".

With the mission of enhancing awareness around the long term impact of sports related head trauma, Nowinski highlighted a few surprises he found along the way: "I was surprised by the reception I received from the Eisenhower Fellows along the way. I was halfway across the world and it was like I had guides in every city, in every country and the Fellows worked so hard to get me the meetings that I really needed to accomplish my mission." Another surprise he found was his ability to expand his research network and meet other researchers so they could improve the work they do in the U.S. and find a treatment for this disease, while also raising awareness for the concussion problem in sports. Nowinski notes "that awareness doesn't really exist in Europe, so it was interesting for me to see how different it was country by country in terms of my reception. In some places, like Ireland, they were very happy to see me and had heard of our work, and in other places, like Germany, they couldn't even point me to an expert that worked on concussions even though it's the largest country and sports are a large part of everyday life. So the cultural differences and how the cultural differences affect medical care were very interesting to me."

Nowinski also noted that a new aspect he discovered about himself was how comfortable he found himself amongst strangers. "To do the work I do, you have to travel constantly and be put in a lot of situations with people from a lot of different backgrounds and different cultures.

When asked what the most valuable outcome of his Eisenhower Fellowship has been, Nowinski notes two. One was the practical outcome of building his research network with those he is in regular contact throughout Ireland and Germany. He notes that "to really build that research network was a very exciting opportunity that would not have happened if we hadn't taken the time to meet personally and spend time together." He also notes the awareness around sports-induced concussions is being transformed in Europe and upon his recent trip to Zurich (now a center for all the world's experts on encephalopathy, according to Nowinski) about 16 months after his fellowship, he found fewer strangers in the room and felt more comfortable getting his message out there. The other major outcome was the availability of time to reflect on leadership. When he first left the U.S. for his fellowship travels, he had just hired his first full-time staff member and a few part-time staff. Nowinski had to ensure he had confidence in his staff to leave them to their own devices for five weeks. With that time to reflect on the growth of the organization and his own leadership skills, Nowinski found that he became a "much better leader because of the lessons I've learned and reading the book and through the conversations with [Gen. Colin] Powell and it's important for me to recognize, as a younger person, that leadership is a skill that you acquire; this has been very helpful."

Nowinski highlights the inspiration he felt to take the Center for the Study of Traumatic Encephalopathy's research and their awareness to a global level. Until his Eisenhower Fellowship, the center was focused on North America and now they've been able to accomplish more and build stronger infrastructure. Nowinski notes that the real "win" will be when in ten years, he can say "we have a treatment for this disease, but for this we really have to involve worldwide collaboration."





Class of 2010 | Multi Nation Program (above)  
Women's Leadership Program (below)



Class of 2011 | Multi Nation and USA Programs (above)  
Northeast Asia Single Region Program (below)







*Class of 2012* | Multi Nation and USA Programs (above)  
South Asia Single Region Program (below)



*Class of 2013* | Multi Nation and USA Programs



## THE PAST TEN YEARS

### *Eisenhower Fellowships milestones over the past decade.*

#### **2004: John Wolf appointed as Eisenhower Fellowships' president**

John S. Wolf assumed the presidency of Eisenhower Fellowships on August 16, 2004. Previously, Mr. Wolf served with the U.S. Department of State, entering as a Foreign Service Officer in 1970. He was sworn in as assistant secretary for nonproliferation on October 2, 2001.

#### **2007: Inaugural Common Interest Program launched—Challenges of Urbanization**

A Common Interest Program (CIP), combining the stimulating geographic diversity of a Multi Nation Program with a focus on a specific professional field is debuted. To date, these programs have focused on the themes: challenges of urbanization, energy and the environment, and women's leadership.

#### **2008: Distinguished Alumnus Award**

EF established the Distinguished Alumnus Award to recognize an alumnus who has made a significant contribution to his or her field of endeavor, and proven leadership in the alumni network. The recipient's post-fellowship activities reflect President Eisenhower's commitment to peace and productivity by working through direct personal contacts across boundaries.

#### **2009 Paris Conference on Energy**

Top-level ministers and executives from around the world traveled to speak at EF's international conference in Paris, "Energy: The Challenges for Environment and Security". Held October 1–2, the conference featured experts in the fields of renewable energy, climate change, and issues pertaining to the global energy crisis. French alumni Fellows collaborated with alumni in neighboring countries to organize the event which also initiated the 2009 Common Interest Program on Energy.

2004

2005

2006

2007

2008

#### **2006: Gen. Colin Powell accepts nomination as chair of EF's Board of Trustees**

Eisenhower Fellowships was honored to announce that former Secretary of State General Colin L. Powell, USA (Retired), accepted the position as Eisenhower Fellowships' 8th Chairman of the Board of Trustees. Gen. Powell succeeded Dr. Henry Kissinger in late May 2006. Gen. Powell was the 1999 recipient of the organization's highest honor: the Eisenhower Medal for Leadership and Service.

#### **2008: First Eisenhower Day of Fellowship Celebrated**

In collaboration with Fellows around the world, Eisenhower Fellowships announced its first annual "Eisenhower Day of Fellowship" to commemorate EF's founding on October 14, 1953, in Hershey, PA. To remember and honor their fellowships individually and collectively, Eisenhower Fellows sponsor events including policy forums a Cross-Straits Youth Leadership Camp, international and regional conferences and lectures on President Eisenhower's legacy.

#### **2008: Regional Conferences: Brazil & Malaysia**

In June, Brazil hosted EF's Latin America regional conference in Ouro Preto, a U.N. World Heritage site. The conference served to reunite alumni and to introduce the 2008 participants in the Latin America Regional Program to each other and to EF prior to their travel to the U.S. In October, Eisenhower Fellows from Southeast Asia and around the world met in Kuala Lumpur to attend "Asia - Connect for a Better World", a regional conference organized by the Eisenhower Fellows of Malaysia.

#### **2009: Second Common Interest Program—Fueling Growth: Energy & Environment**

Drawn from many professional fields and 11 countries, 15 Fellows sharing a common professional interest in energy-related issues embarked on their fellowship travels during a time of unprecedented interest in energy concerns. The Copenhagen Summit, the ongoing financial crisis, and potential changes in American energy policy shaped the landscape for many of the fellowship conversations.

*Find the first 50 years of our story in Connecting Global Leaders. Eisenhower Fellowships: A History, 1953–2003.*

**2010: First Women's Leadership Program**

EF sponsored its first Women's Leadership Program, bringing together 19 distinguished women from around the world, and seven from the U.S., concluding with the Leadership & Innovation Conference in Philadelphia. This program created opportunities for women globally and increased the participation of women throughout the EF network.

**2010: Gov. Christie Whitman chairs the Executive Committee of EF's Board of Trustees**

Governor Whitman served in the cabinet of President George W. Bush as administrator of the Environmental Protection Agency from January of 2001 until June of 2003. She was the 50th governor of the State of New Jersey, serving as its first woman governor from 1994 until 2001. In 2005, she joined EF's Board of Trustees, and in 2010, she accepted the nomination as its Executive Committee Chair.

**2012: Consequential Outcomes initiated**

In April 2012, EF launched a new initiative, "Consequential Outcomes", to encourage alumni to collaborate on projects that advance Dwight D. Eisenhower's vision of a more just, prosperous and peaceful world. Consequential outcomes projects can be single-country, cross-border, and regional or global endeavors.

**2012: Sri Lanka Conference on South Asia**

The Eisenhower Fellowships Alumni Association of Sri Lanka, with the alumni Fellows from India, Pakistan, and Bangladesh, organize "South Asia on the Move: Achieving its full potential in the 21st Century" in Colombo from September 27–29, 2012.

2009

**2010: Leadership & Innovation Conference, Philadelphia**

More than 200 participants and guests convened in Philadelphia in November for the Eisenhower Fellowships Leadership & Innovation Conference. The conference focused on the role of women as leaders and innovators in business, government, academia and the non-profit sector, the challenges they face, developing partnerships, and the importance of mentoring the next generation of leaders.

2010

**2011: Board creates new mission statement for EF:**

"Eisenhower Fellowships engages emerging leaders from around the world to enhance their professional capabilities, broaden their contacts, deepen their perspectives, and unite them in a diverse, global community—a network where dialogue, understanding, and collaboration lead to a more prosperous, just, and peaceful world."

2011

**2012: Re-launch of national recruitment for USA programs**

For the first time in a dozen years, EF recruited new USA Fellows on a nationwide basis, supplementing traditional recruitment in the five USA Program "hubs". Using innovative recruitment processes, including social media, EF attracted a considerable number of exceptionally qualified national candidates.

2012

**2013: Eisenhower Fellowships totals 2000 Fellows**

With the 2013 Multi Nation Program, the EF Network welcomed its 2000th Eisenhower Fellow!

2013

Please visit [www.efworld.org](http://www.efworld.org) to view selected stories on video.



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