

INTERIM NATIONAL SECURITY STRATEGY

PILLAR I: Protect the Security of the American People

PILLAR II: Expand Economic Prosperity and Opportunity

PILLAR III: Realize and Defend Democratic Values

JOINT STRATEGIC PLAN

GOAL 1: Renew U.S. leadership and mobilize coalitions to address the global challenges that have the greatest impact on Americans' security and well-being

GOAL 5: Serve U.S. Citizens around the world and facilitate secure international travel

GOAL 2: Promote global prosperity and shape an international environment in which the United States can thrive

GOAL 3: Strengthen democratic institutions, uphold universal values, and promote human dignity

GOAL 4: Revitalize the diplomatic and development workforce and institutions

PUBLIC DIPLOMACY STRATEGIC PLAN

GOAL 2: Foster open and resilient global information environments where democracies can thrive and lead the global dissemination of accurate information about U.S. policy and shared values

GOAL 1: Build networks of individuals, organizations, and states who share and advance democratic values and support U.S. policies

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GOAL 3: Modernize our public diplomacy capabilities to compete effectively

FUNCTIONAL BUREAU STRATEGY

GOAL 2: Increase the professional skills of emerging and established U.S. and foreign leaders to address global challenges such as countering disinformation and mitigating climate change

GOAL 1: Further U.S. foreign policy objectives, including the advancement of democratic principles and promoting mutual understanding, through people-to-people exchanges and public diplomacy engagement efforts

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GOAL 3: Build a forward-leaning ECA which is more resilient, effective, and diverse

- 2.1: Expand educational and professional development programs that build United States and foreign participants' job skills and ability to address global challenges
- 2.2: Increase access to credible, fact-based sources of information for individuals and communities targeted by disinformation

- 1.1: Reach new audiences with a focus on underrepresented and underserved individuals and institutions in the United States and abroad
- 1.2: Increase United States and foreign participants' understanding of shared democratic values, global challenges, and cultural diversity
- 1.3: Extend the impact of ECA's programs in communities by supporting a diverse range of U.S. and foreign participants and alumni

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- 3.1: Enhance DEIA capabilities to ensure ECA attracts, trains, retains, and develops a diverse, high-performing workforce that reflects the diversity of the United States
- 3.2: Increase ECA's use of technology-enhanced and innovative programs through collaborative processes
- 3.3: Enhance the quality and effectiveness of ECA programs through expanded monitoring and evaluation, data science, data management, IT resources for the workplace, and automation capabilities across the bureau
- 3.4: Improve ECA's training, processes, and mechanisms to ensure the health, safety, and welfare of program participants

MONITORING DATA FOR ECA (MODE) FRAMEWORK

OBJECTIVE 2: Increase the impact that participants and alumni have on their communities/countries
OBJECTIVE 4: Strengthen personal, professional, and technical abilities and aptitudes of participants and beneficiaries
OBJECTIVE 6: Increase capacity of ECA partner institutions and education institutions to achieve program strategy goals

OBJECTIVE 5: Increase the contribution of exchange programs to local economies in the U.S., and engagement of U.S. businesses, non-government organizations, and educational institutions in ECA programming

OBJECTIVE 1: Advance participant and beneficiary cross-cultural competence and global perspective
OBJECTIVE 3: Strengthen engagement among participants, alumni, beneficiaries, and institutions
OBJECTIVE 7: Lead USG efforts to protect and preserve cultural heritage globally

OBJECTIVE 8: Enhance the quality and effectiveness of ECA programs by leveraging the Bureau's resources, policy, and stakeholder relationships

- 2.1: Participants and alumni serve as credible voices in their communities/countries
- 2.2: Foster participants' belief that civic engagement benefits communities/countries
- 4.1: Participants engage in language, academic, professional, and cultural exchange programs
- 4.2: Increase ability of participants to recognize and counter disinformation
- 6.1: Increase capacity of implementing partners and educational institutions for the internationalization of programs

- 5.1: Establish new markets and partnerships among participants, sponsors, and host communities
- 5.2: Local U.S. businesses recognize benefits of cross-cultural exchanges
- 5.3: Exchange participants support U.S. economy during their visit

- 1.1: Promote cultural exchanges and enhance understanding between participants and their host communities
- 3.1: Alumni subscribe to platforms for resources and information-sharing
- 7.1: Equip organization and partner institutions with necessary resources to support preservation and protection
- 7.2: Steer policy resources in USG for international cultural heritage preservation and protection

- 8.1: Increase marketing and targeted outreach efforts
- 8.2: Assist Posts in tailoring programming and target audience selection to better align and execute their Integrated Country Strategies