



OPEN WORLD  
LEADERSHIP CENTER

# 2013 ANNUAL REPORT

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OPEN WORLD LEADERSHIP CENTER  
BOARD OF TRUSTEES

*As of December 31, 2013*

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*United States Senate*

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(Founding Chairman, 2001–2010)

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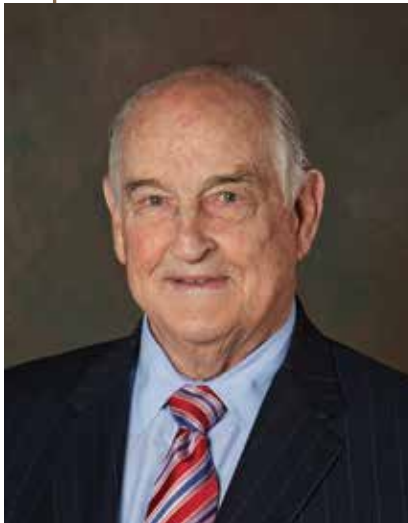
The Honorable James F. Collins

APPOINTED BY THE LIBRARIAN OF CONGRESS FOR 2010–2013

Mr. Michael Yanney

EXECUTIVE DIRECTOR

The Honorable John O'Keefe



## LETTER FROM THE CHAIRMAN

*The President of the Senate  
The Speaker of the House of Representatives*

Dear Mr. President and Mr. Speaker:

It is my privilege to submit to you, on behalf of the Open World Leadership Center's Board of Trustees, the Center's annual report for 2013. Through the Center's Open World Program, Congress has linked over 23,000 emerging leaders from countries in Eurasia to their counterparts in communities across the United States. Open World's hosts and presenters are dedicated to showcasing American values and effective practices with their participants, with the goal of promoting stability and accountability in governance across the globe.

Established as a nonpartisan legislative branch agency in 2000, the Open World Leadership Center has always kept the concerns of Congress at the forefront of their priorities. Open World works to assist Congress in its oversight responsibilities, and aids Congress in its inter-parliamentary and legislative activities. Members of Congress and their staff have in turn been extremely generous in offering insights and inspiration to our participants during meetings in Washington, DC and in our host communities across the United States.

The theme of our 2013 annual report is "Year of the Host", and truly, every day is made possible by the hard work and ingenuity of the women and men across America that design programming and welcome our participants into their very homes. I have personally had the honor to meet some of these remarkable people in my home state of Nebraska. To see them in action really helped me understand how and why these programs are so effective. These hosts embody American values, and show the participants the true voice and the authentic elements that make America what it is. It is assuring to know that such dedicated and extraordinary people keep the wheels of this machine turning.

Since 2013, Open World has continued to expand its international network of leaders, now including programs in Turkey and Mongolia. The Center offers a dynamic range of programs including rule of law, accountability in governance, civil society and corruption reduction, technology, education, healthcare and more. This diversity in programming allows for the sharing of many exceptional American practices from across multiple different categories, further solidifying the delegates' understanding of our society. Through witnessing American successes in these areas, delegations bring American ideals back to their home countries, and combat problems with newly founded solutions.

Open World offers Members of Congress and their constituents an excellent value in terms of cost efficiency and effectiveness. The Center boasts an overhead rate of about 7 percent, every grant it makes contains cost-shared elements, and over 75 percent of its appropriations get pumped back into the American economy every year. Not only does the Open World Program benefit its foreign participants, but also the domestic organizations, individuals, and communities across the United States that are involved in the program. The benefits of these programs also include international projects and partnerships that were forged over the course of the exchanges that Open World facilitated.

I thank you for your continued support of this important program. My fellow trustees and I, along with all the Open World staff, look forward to more years serving Congress and the American people by bringing the emerging leaders of other countries to the United States to see our great democracy in action.

Respectfully,

Walter Scott, Jr.  
*Chairman of the Board of Trustees*

## MESSAGE FROM THE EXECUTIVE DIRECTOR

Dear Friends of Open World:

Welcome to the Open World Leadership Center's 2013 annual report. As the political and social tides of Eurasia shift, the Center has stayed relevant through programs themed around emerging issues in the participating countries. Each year, our report highlights a different aspect of Open World that makes our exchanges unique and effective. This year we are highlighting our hosts, perhaps the most critical element to making the program successful. They make all the difference between a good visit and an exceptional one. The local hosts act as a cultural guide for these delegations, and are the lynchpin for effective programming. They go above and beyond in serving their delegations and host communities alike, and we couldn't be more fortunate to have them as partners.

From the moment the delegates arrive in their communities, the local hosts graciously invite these persons into their communities and homes and show true hospitality. They ensure the delegates feel comfortable, and have a proper environment to experience and take in American culture and best practices. Friendships are forged, and memories are created that will never be forgotten. In 2013, I had the pleasure of holding 10 host recognition events across the country. I met local hosts from a variety of our organizations, from Iowa to Alabama, and witnessed first-hand the engine that keeps the wheels of this program turning. Speaking to these hosts about their experiences was both assuring and inspirational to me. The lifeblood of the Open World program lies with them. Meeting them and learning of their commitment to their delegates brought a genuine sense of pride in our citizen diplomats.

We said goodbye in 2013 to long-time Trustee, Robert E. "Bud" Cramer. His active participation in Open World matters and his invaluable counsel on how to improve the program is deeply appreciated. Taking Bud's slot was Mr. Jeff Fortenberry of Nebraska, who brings a fresh international focus that is welcome. Senator Martin Heinrich of New Mexico moved into a Trustee position vacated by Senator Carl Levin of Michigan. Senator Levin was with us from the beginning of the Board in 2001 and we thank him for his steady guidance all these years. Senator Heinrich's interest in non-proliferation issues has reinvigorated Open World's non-proliferation program.

The Board passed a resolution to create the Senator Ben Nelson Fellows Program, which brings Russian medical professionals to Omaha, Nebraska. Senator Nelson, who served on the board as Chairman of the Senate Appropriations Subcommittee on Legislative Branch from 2009 – 2012, was a tireless supporter of the Open World program. It is our honor to have a fellows program named for him, one that benefits the people of Nebraska as well as the medical professionals that come from Russia.

Our Young Professional Advisory Committee (YPAC) had a stellar 2013, nominating and hosting Young Professional participants from Russia. You can read more about them on page 5.

I hope you enjoy this report as much as we enjoyed revisiting and compiling some of Open World's 2013 accomplishments. I look forward to hearing from you; our door is always open.

Sincerely,

John O'Keefe  
*Executive Director*



**Program History**

Open World hosts emerging political and civic leaders from Eurasia through its unique congressionally sponsored exchange program. Congress launched Open World in May 1999, in response to a speech that Librarian of Congress James H. Billington had recently given to senior Members of Congress on the future of Russia. In 2000, Congress created a separate legislative-branch entity, the Open World Leadership Center, to manage the exchange program, which initially focused on Russia.

As part of a congressional expansion of Open World, the other post-Soviet countries became eligible to participate in the program in 2003. In 2004, Congress extended eligibility for Open World to any country designated by the Center's public-private board of trustees.

Open World operates under a board-approved Strategic Plan covering fiscal years 2012–2015. One initiative called for in the Plan that has come to fruition is to increase the number of delegates below age 30. 2013, 35% of Open World's participants were age 30 or under. The Plan also emphasizes Open World's role as a congressional support agency.

In 2013, Open World conducted exchanges across the United States for leaders from Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Mongolia, Russia, Serbia, Tajikistan, Turkey, Turkmenistan, Ukraine, and Uzbekistan.

**STATISTICS**

- Open World has brought over 23,000 current and future leaders of Armenia, Azerbaijan, Egypt, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Mongolia, Russia, Serbia, Tajikistan, Turkey, Turkmenistan, Ukraine, and Uzbekistan to the United States since 1999.
- The average age of Open World delegates is 38.
- Women constitute 51 percent of Open World delegates.
- In 2013, Open World conducted programs for 1,276 participants from 17 different countries.
- Open World also hosted two leaders from Afghanistan under a special agreement and cost arrangement with the Rumsfeld Foundation.
- Open World's 2013 participants traveled to 43 U.S. states and the District of Columbia in 202 congressional districts.
- Since the program's inception, more than 7,600 American volunteer families in over 2,100 communities in all 50 states have hosted Open World leaders.

**Open World Leadership Center Staff**

*As of December 31, 2013*

**WASHINGTON, DC**

**EXECUTIVE DIRECTOR**

The Honorable John O'Keefe  
Ambassador (Ret.)

**DEPUTY EXECUTIVE DIRECTOR**

Jane Sargus

**PROGRAM MANAGERS**

Vera DeBuchananne  
Lewis Madanick  
Jeffrey Magnuson

**PUBLIC AFFAIRS SPECIALIST**

Maura Shelden

**CONGRESSIONAL RELATIONS OFFICER**

Liz Aduso

**MOSCOW**

**COUNTRY DIRECTOR**

Alexander Khilkov

**DEPUTY COUNTRY DIRECTOR**

Yelena Yefremova



**From the Young Professionals Advisory Committee**

Today's young professionals in the former Soviet Union are the first generation to assume leadership positions without the ideological baggage or personal memories of the Cold War. Despite this, these potential leaders face an ever-changing set of challenges that they have inherited.

Open World's Young Professionals program helps emerging leaders build the tools necessary to tackle these challenges. Led by the Young Professionals Advisory Committee, Open World has tailored programs to professionals under the age of 30 poised to become their communities' next leaders. The Young Professionals program includes core Open World themes, such as accountable governance and social services, and new themes of particular relevance to young leaders, such as social entrepreneurship, anticorruption, civil rights, environmental management, and online journalism.

The Center launched the Young Professionals program in 2011, aiming for 30 percent of delegates to be under the age of 30, a goal achieved in 2012. This initiative also seeks to host a significant number of delegations made up entirely of delegates below the age 30, thereby encouraging delegates to network with each other and their American counterparts. In 2013, 27 delegations of young professionals participated in these focused exchanges, including eight delegations from Ukraine.

The Young Professionals initiative has benefited greatly from a dedicated group of host organizations that have helped us hone our themes and test new practices geared towards young leaders. YPAC members have worked directly with a number of host organizations, including the Center for Safe Energy (CA), WorldBoston (MA), Mercy College (NY), the Santa Fe Council on International Relations, the International Visitors Council of Greater Kansas City, and Utah Valley University. Each host organization has displayed tremendous creativity and energy in organizing an impactful and innovative Young Professional program.

YPAC is fortunate to work with such outstanding host organizations and we look forward to expanding our existing host relationships and building new ones.

**Open World Young Professionals Advisory Committee (YPAC)**

*As of December 31, 2013*



Ulric Ferner  
Cambridge, MA  
Massachusetts Institute of Technology (MIT)



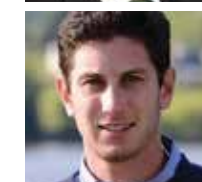
Elena Kvochko  
New York, NY  
World Economic Forum USA



Nikita Lukichev  
Santa Fe, NM  
Citizen Schools



Richard Portwood  
Washington, DC  
Center for American-Russian Engagement of Emerging Leaders



Sam Stone  
San Francisco, CA  
TPG Capital



Catherine Trainor  
Washington, DC  
Independent Consultant and Journalist



# 2013: THE YEAR OF THE HOST

In 2013 the Open World program sent delegations to 123 U.S. cities and towns in 43 states and the District of Columbia. The impressive amounts of emerging and seasoned professionals from Russia, Ukraine, and other Eurasian countries that Open World brought in 2013 has been repeated every year since 1999. So in truth, every year is the year of the host.

It is in our U.S. communities that Open World's mission is met. The program design, home hosting, and cross cultural experiences that occur as a matter of course make an unmeasurable difference in the lives of our participants, both American and from the Eurasian countries.

Perhaps our alumni population can describe best the long-lasting power of the Open World host:

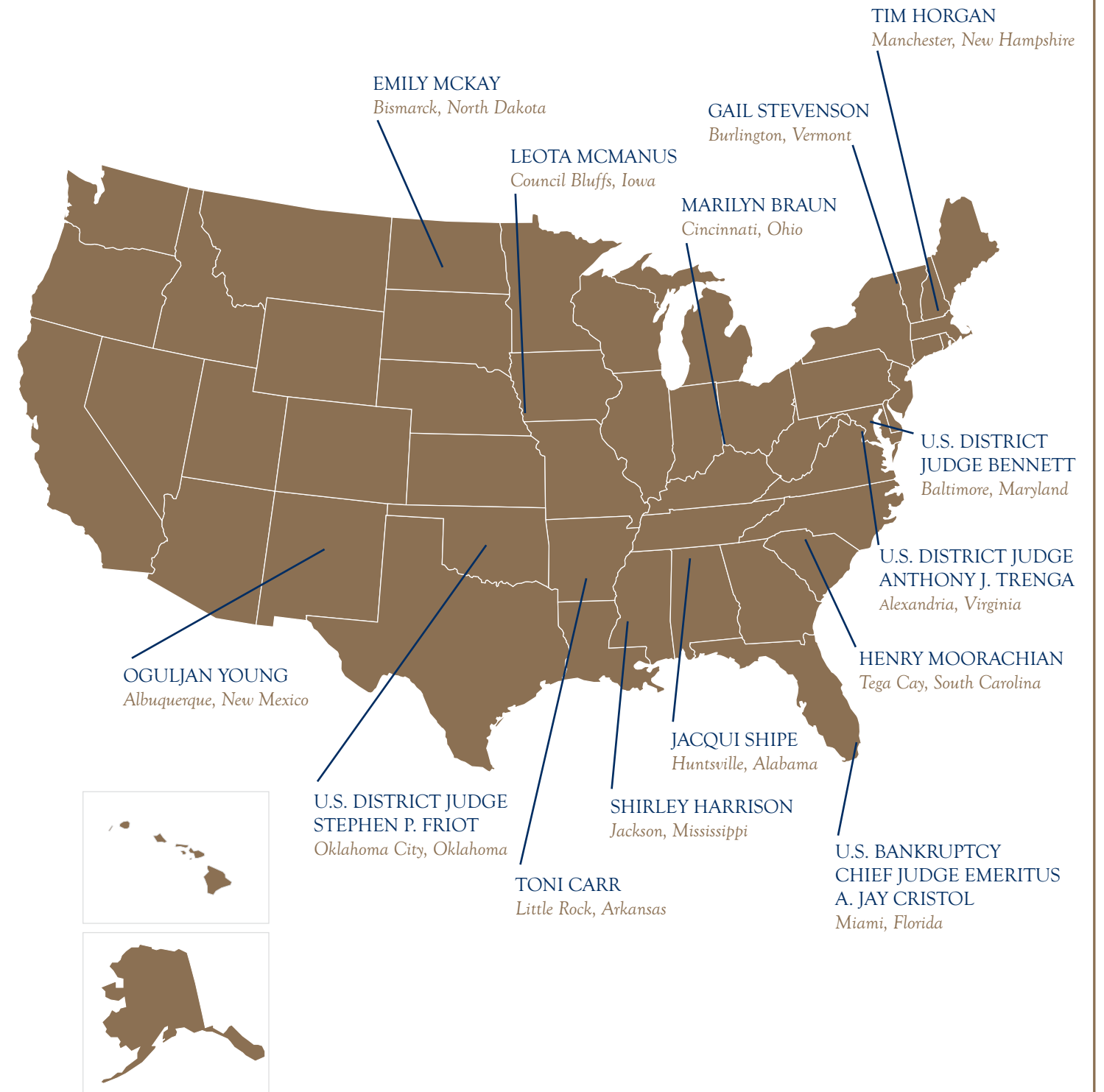
“ Having been to America on the Open World program, I acquired real overseas friends. At that time of my travel, I didn't have a special prejudice against Americans: I just didn't think about it, because these people live so far away! I thought that we would be very different from each other. But getting acquainted and making friends with my peers at nonprofit organizations in Burlington, Vermont, I was surprised to realize that they like us! And we are indeed very similar. We have the same worries, joys, and hopes - we laugh at the same funny things and the same things make us sad. I saw in America a lot of people who are genuinely interested in my country, have repeatedly visited it, love its culture, make friends with Russian people. All this has forced me to change my attitude about Americans.



Olga Markicheva (far right) and her group meeting with Elderly Services, Inc. in Burlington, VT.

Now, when there are articles in the newspaper or on TV that are hostile towards America, I can't be indifferent. And if anyone makes offensive remarks about Americans, I stop them, because I immediately think of my American friends – the people who took us into their homes as guests with genuine friendliness and warmth, working together and even singing the same songs.”

- Olga Markicheva, Social Worker, Nizhny Novgorod, Russia  
Hosted by the Vermont Council on World Affairs December 4 - December 14, 2013  
(see page 21 for more information)



## TIM HORGAN

Manchester, New Hampshire  
World Affairs Council of New Hampshire

National grantee:  
FHI360



Tim Horgan (closest to the doors), at a meeting with a group at the World Affairs Council of New Hampshire.

**MANCHESTER, NH** – Tim Horgan is no stranger to hosting delegations of international professionals. Tim’s work with the World Affairs Council of New Hampshire, where he serves as Associate Director, has given him opportunities to host groups from many different countries from around the world. He has had many groups to his residence, including those from Russia, Pakistan, and Kyrgyzstan. Contributing to his global skill set, Tim is well traveled and cultured, having lived in Mexico for six months, and previously being a student of Latin American Studies. He stresses having positive relationships as key to successful delegations, as he states, “Relationship building is one of the key skills that I have brought from previous positions. Without building positive experiences for home stay hosts, meeting hosts, and visitors, you cannot have a successful and sustainable program.” Tim’s social media savvy helps him maintain contact with his delegates. Through Twitter, he updates his delegations on upcoming meetings and scheduling, and through Facebook he shares pictures and stays in touch with members of his exchanges. Tim’s best advice in hosting is to, “stay flexible during visits,” and to always make the best out of any situation to ensure a meaningful exchange.

### DELEGATION HIGHLIGHT

February 13 – 23, 2013

The delegation stayed busy over the course of the program. They had the opportunity to visit with staff from the district offices of Senator Jeanne Shaheen and Congresswoman Carol Shea-Porter, meet with local business leaders, attend a YMCA Youth and Government meeting, and have a session with the Manchester Office of Youth Services. Also, Dr. Tomicah Tillemann, Senior Advisor for Civil Society and Emerging Democracies at the U.S. State Department, spoke to the delegates at a World Affairs Council of New Hampshire event, giving them a chance to learn about the importance of democracy building around the world. The group also got a well-deserved break from the professional program to experience the American sport scene, as they had the pleasure of attending a Manchester Monarchs hockey game at Verizon Wireless Arena.



Open World Trustee and Mississippi Senator Roger Wicker (seated, blue tie), meets with the Russian doctors before their departure to Jackson.



Shirley Harrison

## SHIRLEY HARRISON

Jackson, Mississippi  
International Visitors Center of Jackson

National grantee:  
FHI 360

**JACKSON, MS** – An active alumnus of Jackson State University, Shirley Harrison has devoted her time and involvement to the university’s International Visitors Center of Jackson (IVCJ) for over two decades, now serving as its executive director and Interim Director, International Programs at Jackson State University in Jackson, Mississippi. Her dedication to community enrichment and willingness to go the extra mile ensures delegates leave with a new idea of what Mississippi really is and often say the stigma of the state being “first at being last” could not be more wrong. One of her favorite Open World moments was on a recent visit to the Neonatal Intensive Care Unit at the University of Mississippi Medical Center. She and the visiting Russian physicians bonded over their shared compassion for the young infants in the NICU and made her thankful for the health of her own two children. Shirley was successful in making sure the delegates got a taste of true Mississippi hospitality, so much so that upon departure the delegates said leaving their Jackson hosts felt like leaving family.

### DELEGATION HIGHLIGHT

March 13 – 23, 2013

A team of Russian physicians participated in an Open World program to Jackson, Mississippi for the opportunity to see how American medical facilities operate. After visiting the University of Mississippi Medical Center, the physicians became fast friends with the American doctors and have plans to keep in touch as they share what they learned on their program at their home facilities. One surgeon working in Neonatal Critical Care had traveled to Russia several times before to assist in surgery and exchanged contact information with the delegates to meet again on his next visit to Russia. The delegates also got a taste of American tradition by attending the famous Mal’s St. Paddy’s Day Parade, the “green Mardi Gras” celebrating the rebirth of Mississippi’s capital city.

## MARILYN BRAUN

Cincinnati, Ohio  
Kharkiv Sister City Partnership

National grantees:  
Cincinnati-Kharkiv Sister City Partnership  
and World Services of LaCrosse, Inc.



Marilyn Braun (middle, black suit) poses with her delegation during a host family's dinner party.



Judge Cristol (back row, third from the left) with the Egyptian rule of law delegation in Miami, Florida.

## U.S. BANKRUPTCY CHIEF JUDGE EMERITUS A. JAY CRISTOL

Miami, Florida  
Judge Cristol and Miami Council  
for International Visitors

National grantee:  
FHI360

**CINCINNATI, OH** – Marilyn Braun, Coordinator of Grant Programs for the Cincinnati-Kharkiv Sister City Partnership (CKSCP), has used her MPA degree working in the public sector. Marilyn has been a member of the Cincinnati-Kharkiv Sister City Partnership for 25 years, serving as its President, and Coordinator of: Cultural Exchanges, 19 Community Connections programs, 11 Open World programs and 2 self-funded exchanges: Community Service exchanges with teenage students of both cities; and the Regional Governance Exchanges.

### DELEGATION HIGHLIGHT

**March 20 – 30 and May 30 – June 9, 2013**

In March 2013, as the political situation in Ukraine was changing, CKSCP's Open World partner in Kharkiv nominated six regional mayors and administrators to be hosted in and around Cincinnati. During their stay they met with suburban city managers who gave them an introduction to the rules, regulations and challenges of local governance. Wilmington, Ohio's mayor led discussions about city governance, the environment, historic preservation and, in particular, how their small city is coping with the loss of 8,500 jobs when their largest company closed and left town. The group toured Wilmington's water treatment facility and the National Weather Service before returning to Cincinnati. While living in Cincinnati homes, the delegates enjoyed cultural activities, and volunteered their help in the community, such as singing Ukrainian songs for Ronald McDonald House children.

From June 1–9, CKSCP provided its Open World "Accountable Governance" program for young delegates representing municipal governments in Kharkiv Region by Kharkiv's regional governments and, in October 2013, the Mayor of Wilmington, OH and four city managers from the Cincinnati suburbs were invited to Ukraine for the last part of the Regional Governance Exchange. At the end of the stay, MOUs were signed to further the sister city relationship and open the door to future interaction. By acquainting Ukrainians with America's system of governance, Marilyn and CKSCP are working with their partners to increase transparency and good governance practices.

### DELEGATION HIGHLIGHT

**April 18 – 27, 2013**

The Council for International Visitors and the Honorable Judge A. Jay Cristol welcomed a delegation of Egyptian judges to Miami to observe local court proceedings and law practices. The delegates appreciated attending bankruptcy trials, where they had the opportunity to discuss law procedures with Judge Cristol. Senior Egyptian judge, Adel Maged, was robed and joined Judge Cristol on the bench for a couple of hearings. A visit to the University of Miami was another program highlight for the group. The group had access to the University's Law School Library and delivered presentations to American law students on the structure and role of the Egyptian judiciary. Following the presentation, the delegation and staff held discussions on the differences between the American and Egyptian systems. The understanding and knowledge gained from this exchange benefited Egyptian and American judges alike. The delegation returned home with new information and techniques they hope can be helpful in securing judiciary independence in Egypt.

**MIAMI, FL** – Judge Cristol is a distinguished federal bankruptcy judge, naval aviator, attorney, author, and also an experienced Open World host. He has hosted delegations for years from a variety of countries. His rich experience not only with the judicial system but with hosting delegations makes Judge Cristol's delegations some of the most productive and effective in the Open World program. Judge Cristol states some of the benefits of the Open World rule of law exchanges, "Open World has enabled me, and many other U.S. judges, to exchange ideas and procedures and develop friendships and understanding with our counterparts from around the world." A truly dedicated host, Judge Cristol has made return visits to Russia and is always looking to further engage in meaningful dialogue around rule of law. His delegations and professional counterparts are blessed to have such a brilliant mentor, guide and friend on their visits to the United States.



## OGULJAN YOUNG

Albuquerque, New Mexico  
Albuquerque/Ashgabat Sister Cities Committee

National grantee:  
FHI360



Oguljan Young (center, in red shirt) and her delegation exploring the natural beauty of New Mexico.

**ALBUQUERQUE, NM** – Oguljan Young is the Chair of Ashgabat Committee and an Open World Local Host Coordinator. Young is well traveled, and visits Turkmenistan every two years with a delegation from Albuquerque and is also a regular traveler to Europe. She speaks multiple languages, including Turkmen and Russian. This travel and foreign language experience make Oguljan an exceptional Open World host, as she is culturally sensitive and globally knowledgeable. Communication skills are one of her strengths, and her multilingual fluency enables her to make the delegations feel comfortable and at home. One of Oguljan's most memorable moments hosting exchanges was when a Turkmen delegation and their host families had a Turkmen dance together. They put on Turkmen dancing music and the delegates invited all of the host families to the center to dance. She described it as a, "beautiful experience".

### DELEGATION HIGHLIGHT

April 22 – May 2, 2013

The Albuquerque events management community shared their best practices with their counterparts from Tajikistan. One of their first stops was to Isotopes Park, a state-of-the-art minor league baseball venue. There, the delegates got a chance to speak with the marketing director and the general manager. They received a tour of the layout and learned about the design that they could take back to Turkmenistan. The delegation attended several meetings at different museums, including the Anderson-Abruzzo Albuquerque International Balloon Museum, Indian Pueblo Cultural Center, Natural History Museum, and Explora. What the delegates will probably remember most is soaring through the air in a hot air balloon ride they received from pilot and international competition judge Dave Bagley.



The Nelson Fellows and their host families with Senator and Mrs. Ben Nelson (second and third from left), Open World Chairman Walter Scott, Jr. (center, standing, hands clasped), and Open World Russia Country Director Alex Khilkov (standing, fourth from right).

### DELEGATION HIGHLIGHT

June 23 – July 3, 2013

In 2013, the Board of Trustees of the Open World Leadership Center voted to create a program of Senator Ben Nelson Fellows to honor Senator Nelson's contribution to Open World and to improving ties between the U.S. and countries of Eurasia. Upon arrival to the U.S., the Nelson Fellows met with Senator Nelson and Open World's founding chairman, Dr. James H. Billington, and with staff of Open World trustee, Congressman Jeff Fortenberry (NE-1). The Russian medical researchers then traveled to Council Bluffs, Iowa for home hosting and their molecular diagnostics program in Omaha. The delegates met with fellow researchers and observed laboratories specializing in many varieties of molecular pathology. Discussions with the University of Nebraska Medical Center doctors and staff were some of the most informative and beneficial of the trip. Sister City hosts treated the delegates to a behind-the-scenes visit of the Henry Doorly Zoo and The Suzanne and Walter Scott Aquarium, and a performance of "Wizard of Oz: the Musical" showing at the Omaha Community Playhouse. Mid-program, Chairman and Mrs. Walter Scott, Jr. hosted the Fellows and their hosts in their home for an evening of conversation.

## LEOTA McMANUS

Council Bluffs, Iowa  
Council Bluffs Sister Cities Association

National grantee:  
FHI360



Leota McManus (second from right) during the certificate ceremony on the delegate's last night in the U.S.

**COUNCIL BLUFFS, IA** – Leota McManus has been a part of Council Bluffs Sister City Association since its inception and has seen the organization grow from one to three sister cities. Relocating through the years with her Air Force husband, Leota became accustomed to regularly meeting people of different cultures and creating lasting friendships. Her experience and work with the Sister City Association has helped her to become adept in communicating without knowing the language. Leota is known for making her delegates feel more at home in their host communities by including them in everyday activities, be it baking, running errands, or attending a child's soccer game. Some of her favorite memories have been meeting other members of the Open World community, such as Senator Ben Nelson, Open World Chairman Walter Scott, Jr., and Executive Director John O'Keefe, all of whom she met when hosting the inaugural group of Senator Ben Nelson Fellows in July.

## EMILY McKAY

Bismarck, North Dakota  
Bismarck State College

National grantee:  
*World Services of La Crosse, Inc.*



Emily McKay (back row, middle) with the Moldovan energy experts on the steps of the state capitol building.

**BISMARCK, ND** – Emily McKay’s day job at Bismarck State College (BSC) is to manage a variety of energy-related projects as director of the Great Plains Energy Corridor and project director of TREND, a consortium of five North Dakota colleges. But she found another labor of love when BSC hosted a Moldovan delegation in September. Emily has rich experience working with Moldovans, having served as a Peace Corps volunteer there in the early, 00s. The experience ignited memories of the relationships formed during her service and made her “more than a little homesick.” Emily’s Peace Corps experience aided immensely in communicating with the delegates, and the exchange provided an opportunity to “dust off her Romanian” during the visit. The Open World exchange in Bismarck helped the community realize how similar they were to Moldovans, as she states, “each conversation turned to the many things we have in common, which are actually plentiful between North Dakota and Moldova.” Emily stays connected with her delegates through Facebook and enjoys keeping up with them through their pictures and posts. One of her more memorable moments of the experience was at a host family’s party, where the delegates prepared a traditional Moldovan meal and played folk songs on the guitar.

### DELEGATION HIGHLIGHT

September 5 – 15, 2013

The energy policy delegation had the opportunity to attend meetings at the North Dakota Department of Commerce, Blunt Flint Ethanol Plant, and Basin Electric Power Cooperative. Most notably, the delegates attended a live Public Service Commissioner’s meeting and got the opportunity to participate in a roundtable discussion with officials on topics of energy pipelines and new renewable energy initiatives such as wind projects. Aside from energy policy education, a great cultural exchange took place at Papa’s Pumpkin Patch where the delegates experienced a slice of Americana complete with zip line rides and pumpkin cannons.



U.S. District Judge Richard Bennett (right) visits with a facilitator during their orientation at the Administrative Office of the U.S. Courts in Washington, DC in September.

### DELEGATION HIGHLIGHT

September 25 – October 5, 2013

The Turkish delegation had an intense program in Maryland examining the U.S. judicial system up close and visiting the unique attractions of the area. The group had a first-hand look at the common U.S. judicial procedures of plea bargaining and warrant acquisition while at the U.S. courthouse. A tour of the Maryland State Police DNA, Gun and Drug lab followed, and the delegation visited police facilities and their staff. Discussions covered the importance of procedures in prisons and methods to reduce violence in jails. The delegation also witnessed the juvenile and teen court system at work. They appreciated the opportunity to learn about the teen program and how to successfully rehabilitate and reintegrate young offenders back into the community. The program offered an exclusive look into our judicial system, and closed with a friendly farewell dinner with Judge Bennett in Baltimore.

## U.S. DISTRICT JUDGE

## BENNETT

Baltimore, Maryland  
Rotary Club of Towsontowne

National grantee:  
*Rotary International*

**BALTIMORE, MD** – Judge Richard D. Bennett is a United States District Court Judge and seasoned Open World host and member of the International Judicial Relations Committee of the U.S. Judicial Conference. His judicial expertise, enthusiasm for rule of law and his willingness to help others makes Judge Bennett particularly ideal to host for Open World as delegations from Turkey, Russia, Kyrgyzstan, Ukraine and Estonia can attest. Judge Bennett genuinely cares about his delegates and has made reciprocal visits to catch up with alumni in Russia and Ukraine. While hosting, he likes to emphasize the importance of an accountable and transparent society in relation to the judiciary. He acts as a mentor to new host judges which greatly increases the effectiveness of other delegations. Judge Bennett brings significant benefits to both his own delegations and the Open World program as a whole.



## U.S. DISTRICT JUDGE ANTHONY J. TRENGA

Alexandria, Virginia

National grantee:  
FHI360



Judge Trenga (third from left) with the Russian rule of law delegation in Alexandria, Virginia.

**ALEXANDRIA, VA** – Judge Anthony Trenga was nominated as a federal district judge by President George W. Bush in 2008. Judge Trenga often arranges for his exchanges to get authentic hands-on experience with the American system. He involves as many American professionals with his delegations as possible, whether they are Bar Association personnel, judicial staff or other judges. Judge Trenga arranged to have delegations meet with state court judges and observe state court proceedings in order to give the delegations a more comprehensive exposure to the American judicial system. This important contact that Judge Trenga provides ensures that his rule of law delegations get a concrete and realistic understanding of the U.S. judicial process. Judge Trenga also states how benefits are mutual to both sides of the exchange, as it enables members of the U.S. justice system to learn about the “aspirations of other countries that are attempting to establish an independent judiciary.” Delegates are fortunate to have such a resourceful host that really makes the most out of every exchange he is involved in.

### DELEGATION HIGHLIGHT

September 26 – October 5, 2013

The Russian rule of law delegation had a very busy exchange in Alexandria. During their September visit, delegates learned about and expressed interest in the concept of plea bargaining, discovering its merits through meetings with members of the U.S. judiciary. Delegates indicated that they would take the idea back to Russia to help in reducing judicial backlog. Judge Trenga described his delegates as “inquisitive, well informed and globally oriented, with a passion for the Rule of Law,” and this contributed to a productive learning environment for the exchange. Members of the exchange also attended an evening social activity at Gadsby’s Tavern, enabling them to network with legal professionals involved with the Federal Bar Association. The delegates also experienced hospitality American culture, and received a warm welcome at a host family’s dinner party, attended by Open World staff, Judge Trenga and his wife.



U.S. District Judge Stephen P. Friot (fourth from left) with Facilitator Maria Sveshnikova (far left), U.S. Magistrate Judge Suzanne Mitchell (fifth from left) and administrators and faculty from Russia’s Lobachevsky State University Faculty of Law, after a visit to the Bell Court Room of the University of Oklahoma College of Law.

### DELEGATION HIGHLIGHT

September 26 – October 5, 2013

Due to early pre-program communication between Judge Friot and the delegation’s facilitator, the Oklahoma City program directly addressed the requests made by the delegates such as meeting with transactional lawyers; learning more about jury trial in criminal cases, domestic violence issues, and plea bargaining. Judge Friot also accommodated on-the-spot requests, for example, he made arrangements for one delegate, a law professor and practicing lawyer, to meet with a bankruptcy court judge. A highlight of the visit was Judge Friot’s own impromptu presentation on free legal aid in the U.S. A memorable cultural activity was visiting Oklahomans in their homes; every night the delegates were hosted by different members of the local community and thus were able to experience the best of Oklahoma hospitality.

## U.S. DISTRICT JUDGE STEPHEN P. FRIOT

Oklahoma City, Oklahoma

National grantee:  
Rotary Club of Oklahoma City

**OKLAHOMA CITY, OK** – U.S. District Judge Stephen P. Friot of Oklahoma City was recruited in 2006 to host his first Open World rule of law delegation. Not only has Judge Friot become a regular judicial host for Open World - he hosted a group of specialized rule of law judges from Russia in September - he has also made several reciprocal trips to cities across Russia to lecture on the rule of law. In addition to scheduling courtroom observation, Judge Friot regularly arranges for his delegations to attend sessions at the law schools in Oklahoma. As Judge Friot notes, the benefits flow both ways: “The time our delegates spend at the law schools helps to broaden the horizons of the students who come into contact with them.” Judge Friot firmly believes that Open World rule of law exchanges will benefit Russian justice. He states “Over the long haul, there just cannot be any doubt that our delegates’ experience as Open World participants gives them the tools to be more effective in advocating for and creating the judicial system to which they clearly do aspire.”

## HENRY MOORACHIAN

Tega Cay, South Carolina  
Soonch

National grantee:  
*World Services of La Crosse, Inc.*



Harry Moorachian (left, front row) and Brian Collier (center, red tie) from the Foundation for the Carolinas with the NGO development delegation from Tajikistan.

**TEGA CAY, SC** – Harry Moorachian founded his non-profit called Soonch (Armenian for breath) in 2011 with a mission of promoting mutual understanding about international relationships in the southeast region of the U.S. Harry’s goal for Soonch is to provide meaningful cultural, humanitarian and educational exchanges. Well-traveled, Harry has a rich history of humanitarian work in Armenia through the Methodist Church. Mr. Moorachian’s background in business management and humanitarian work have taught him to be prepared and versatile during his hosting - “having back up plans and events are important for a successful program.” Harry’s genuine willingness to help others and exceptional management skills make him an Open World host delegations are very fortunate to have on their side.

### DELEGATION HIGHLIGHT

**October 3 – 11, 2013**

The Tajik delegation was active during their stay in Tega Cay, gaining valuable hands-on experience with visits focused around NGO development. The group had the opportunity to visit with local charities and organizations including United Way Central Carolinas, Catholic Charities of Charlotte, Habitat for Humanity of York County, Foundation for the Carolinas, and Humane Society of York County. The Tajiks saw up close successful models of humanitarian and NGO organizations that have worked in United States. The NGO leaders were astounded at the immense contribution by volunteers and philanthropists in American society. The delegation really enjoyed learning about the “Friendship Trays” program, which acts as a “Meals on Wheels” program in the Charlotte area. The Tajiks’ time in Tega Cay opened their eyes to fresh ideas and gave them inspiration of helping those in need, and improving NGO work back in their home country.



Jacqui Shipe (second from left) with the Kazakh delegation at the ISC's Diplomacy Luncheon in Birmingham.

### DELEGATION HIGHLIGHT

**October 16 – 26, 2013**

The week-long exchange resulted in the signing of a memorandum of understanding between the ISC and Kazakh delegates. The focus of the newly founded partnership is to foster new joint initiatives for international cooperation and expand professional exchanges that promote ideas of democracy and civic involvement. The visit was not all business, as the group’s interpreter took the Kazakh delegates to her son’s baseball game to showcase some authentic American sports culture. Overall, the exchange gave both the delegates and their American counterparts professional and cultural benefits, benefits both parties can take away to their respective communities.

## JACQUI SHIPE

Huntsville, Alabama  
International Services Council of Alabama

National grantee:  
*FHI360*

**HUNTSVILLE, AL** – Jacqui Shipe is the Executive Director of the International Services Council of Alabama (ISC), where she oversees a number of programs that bring the international community and the citizens of Alabama together for discussions on common issues. Jacqui and the ISC hosted an Open World delegation from Kazakhstan in October which focused primarily on civil service reform. Jacqui gained valuable experience that has enhanced her Open World hosting through her former employer, the World Bank Group, where she worked as an ethics officer. Her professional experience has aided her in communicating effectively with her delegations. Professional partnerships were forged between the Kazakhs and the Alabamans: a Memorandum of Understanding for collaborative and continuous learning was established between the ISC and the civil service reformers. The benefits of the visit go to both parties though, as she states, “It’s great for my American colleagues to have their perceptions broadened as they learn and experience the ethnic and cultural diversity of Eurasia.” Jacqui played a key role in hosting what was without a doubt a productive exchange in Huntsville.



## TONI CARR

Little Rock, Arkansas  
Arkansas Council for International Visitors

National grantee:  
FHI360



Toni Carr



The Georgian delegation visiting the Arkansas State Capitol building.



The Russian Delegation at the Cold Hollow Cider Mill in Waterbury.



Dr. Gail Stevenson

## GAIL STEVENSON

Burlington, Vermont  
Vermont Council on World Affairs

National grantee:  
FHI360

**LITTLE ROCK, AR** – Toni Carr has worked with international delegations since 2008, serving as a Program Director for the Arkansas Council for International Visitors for the last two years. She also works part time as a consultant in early childhood education. Toni was formerly a public school administrator and college professor, and these positions enabled her to develop polished communication skills that help with coordinating her delegations. Working with a variety of students has also given her an appreciation for diversity and patience that help make exchanges with international visitors run smoothly. The Arkansas Council for International Visitors and their personnel have a long standing relationship with both political parties, and this helps their delegates obtain congressional contact and learn about the American political system. Toni's delegations are lucky to have an exceptional host and organization behind them in their stays in the United States.

### DELEGATION HIGHLIGHT

**October 23 – November 2, 2013**

During the delegation's stay in Arkansas, they interacted with the American Civil Liberties Union of Arkansas, the Arkansas Family Council, and strategists from both the Republican and Democratic parties. Delegates also had the pleasure of presenting at two different university political science classes at the University of Arkansas at Little Rock. These presentations generated discussions with university students on issues of community engagement, voting, the International Criminal Court, and the role of NGOs. This interaction with the university opened an important dialogue on how Americans engage with their communities. An excellent learning experience, the delegates took these constructive ideas of community engagement back with them to Georgia to support their work in citizen and local government involvement.

### DELEGATION HIGHLIGHT

**December 4 – 14, 2013**

The Burlington Russian delegation was busy and productive, focused primarily around social issues. The delegation visited the Lund Family Center, an award-winning family services and adoption center, where they discussed a myriad of issues facing families and the services and options available to these individuals. The delegates left with an understanding of a new framework they could apply to the Russian system to improve family care. The group also met with the Champlain Valley Office of Economic Opportunity (CVOEO), and saw how consolidation of resources can promote efficiency and more effectively use limited economic assets of a community. A meeting with Disability Rights Vermont executive director Ed Paquin proved a notable experience; he opened the delegation's eyes to how disability rights are taken very seriously in the U.S, and how awareness of issues affecting the disabled can be treated in Russia as well. Throughout the visit, personal connections were made, establishing valuable professional and cultural relations between the delegation and their American counterparts.

**BURLINGTON, VT** – Gail Stevenson has an impressive academic background in Russian, Geography and Planning, and holds a doctorate in Economics. She speaks multiple languages, which enables her to be especially effective in hosting Russian-speaking delegations. Gail currently serves as the Executive Director of the Vermont Council on World Affairs, and is the U.S. – Russia Program Director for the International Cyrosphere Climate Initiative. In coordinating Open World programs, Gail stresses the need to allow "flow and flexibility" to ensure effective exchanges. Her delegations gain a clearer perspective on the local community by having a Russian-speaking American professional as their host.



SOME OF 2013'S CONGRESSIONAL MEETINGS WITH OPEN WORLD DELEGATIONS



**February 14** Open World Trustee, Mr. Jeff Fortenberry (NE), meets with an Accountable Governance group from Russia in his Washington, DC office. (Friendship Force of Lincoln)



**March 14** Ambassador O'Keefe (far left) and Senator Roger Wicker (MS) (center, green tie) with a delegation of Russian doctors headed for Jackson. (The International Visitors Center of Jackson)



**April 19** A Rule of Law delegation of judges from Ukraine meet with Senator Orrin Hatch (UT) before departing for their program in Salt Lake City where they were hosted by John P. Kennedy, Utah State District Judge and David Nuffer, U. S. District Judge. (International Hosting)



**September 6** Senator John Hoeven's legislative aide, Shawn Affolter (head of table), speaking to Moldovan energy efficiency specialists about federal energy policy. (Bismarck State College)



**April 10** Senator Rob Portman (OH) (center), a member of the Senate Serbian American Caucus, meets with the newly elected members of the Serbian Parliament. The parliamentarians were hosted in Columbus. (International Visitors Council of Columbus)



**April 10** Serbian members of parliament attend a constituent coffee held by Open World Trustee and Chairwoman of the Senate Appropriations Subcommittee on Legislative Branch Jeanne Shaheen (NH) (center) before leaving for their hosting in Manchester. (World Affairs Council of New Hampshire)



**November 7** Legislative aide for Senator Jeff Merkley (OR) Tedros Abraham (center) with Ukrainian educators prior to their departure for Roseburg. (Umpqua Community College & Roseburg Area Zonta Club)



**November 15** Jeremy Baker (center, gray tie), legislative correspondent to Senator Pat Toomey (PA), meets with IT specialists from Russia looking at Accountable Governance issues. Open World program manager Lewis Madanick (third from right) accompanies the group. (GlobalPittsburgh)



**April 11** Autism Spectrum Disorder specialists from Russia sharing their experience with Senator Kay Hagan's legislative assistant on health care issues, Joshua Teitelbaum (holding book). (Friendship Force of Western North Carolina)



**April 11** Ms. Chellie Pingree (ME) (far left) and her chief of staff, Jesse Connolly (second from left) meet with Russian delegates headed to Waterville to learn about special education services. They spoke at length about the services available to children with disabilities in Maine. (Kotlas-Waterville Area Sister City Connection)



**December 5** Andrew Mollohan, legislative assistant for Mr. Nick Rahall (WV) (center, red tie) meets with Open World local host coordinator, Dr. Sudhakar Jamkhani (third from left), and his delegation of Russian healthcare professionals in Washington, DC. (Center for International Understanding, Inc.)



**December 17** Alumna Alina Beskrovna (seated at right), meets Senator John McCain in Kyiv when he visited Ukraine. With Senator McCain (AZ) in Kyiv is Senator Chris Murphy (CT) (far left, in profile). Alina was hosted in Longview, TX in 2012. (Kilgore College Small Business Development Center)



## HOST RECOGNITION EVENTS

Open World held nine recognition ceremonies in 2013 to acknowledge local hosts' dedication to providing excellent programming and home hosting to our delegates. The organizations included:

- Friendship Force of Western North Carolina - Asheville, NC
- International Focus (formerly International Affairs Council of NC) - Raleigh, NC
- Friendship Force of Eastern Nebraska and Heartland Family Service - Omaha, NE
- Friendship Force of Greater Atlanta and Georgia to Georgia Foundation, Inc. - Atlanta, GA
- Council Bluffs Sister City Association - Council Bluffs, IA
- GlobalJax - Jacksonville, FL
- International Services Council of Alabama - Huntsville, AL

### PORTLAND, ME

Open World was pleased to name the Greater Portland – Russian Sister City Project (The Archangel Committee) its 2013 National Grantee of Merit award winner. Ambassador O'Keefe travelled to Maine to give the award to the Committee who was busy hosting a delegation of civic leaders from their sister city of Arkhangelsk, Russia.

The Archangel Committee has hosted 17 Open World delegations since 2000. Their warm, professional hospitality and excellent professional programming have resulted in long term friendships and professional ties with the people and government administration of Arkhangelsk, Russia. The Archangel Committee hosted two Open World delegations in 2013 including the civic leaders looking at accountable governance and young women professionals.



Archangel Committee members and Open World hosts Neale Duffett (far left) and Ed Suslovic (far right, holding sign) greeting their sister city delegation the week they received the Annual Grantee of Merit award.

### WASHINGTON, D.C.

Open World Leadership Center Trustees Librarian of Congress James H. Billington and Robert E. "Bud" Cramer honored Nevada's Senior U.S. District Judge Lloyd D. George on April 19 for his exceptional service to the Open World program. Senate Majority Leader Harry Reid welcomed Judge George to the Capitol Building, where Open World held a ceremony in his honor in the historic President's Room.

In addition to Senator Reid, Mr. Cramer, and Dr. Billington, special guests assembled to honor Judge George included Representative Dina Titus (D-Nevada, 1st District), and Chief of Staff to Chief Justice John Roberts Jeff Minear. Also in attendance were Open World Executive Director Ambassador John O'Keefe, representatives from the Administrative Office of the United States Courts, and four judges from Estonia hosted in Las Vegas by Judge George that week.

Judge George's enthusiasm for exchanges and his belief in the power of peer-to-peer networking infuses his hosting with an energy and zeal that makes a long lasting difference in the lives of Open World participants. Judge George is a former member of the International Judicial Relations Committee. He has hosted 12 Open World Rule of Law groups, a total of sixty participants, since 2001.



From left: Ms. Dina Titus (D-NV 1st District), Judge Lloyd George, Senate Majority Leader Harry Reid, Librarian of Congress James H. Billington, and Open World Executive Director Ambassador John O'Keefe.

## OPEN WORLD PARTNERS

The Open World Leadership Center would like to acknowledge the agencies, organizations, and individuals that helped us carry out program operations and specialized programming in 2013 and so generously supported our alumni program.

### General Program Support

- The nonprofit **American Councils for International Education** provided major administrative and logistical support.
- **U.S. Embassy** staff in Open World countries made recommendations on nominating organizations and themes; helped nominate and select candidates; took part in predeparture and alumni activities; and served as the Center's liaisons with governmental and nongovernmental entities.
- **U.S. Embassy** staff in Armenia and Turkmenistan also managed delegate selection and travel and accompanied delegations as facilitators.
- **The Library of Congress** provided financial management services, administrative support, and office and event space via an interagency agreement.

### Rule of Law Program

The **U.S. Judicial Conference Committee on International Judicial Relations (IJRC)** coordinates the federal judiciary's relations with foreign judiciaries and serves as an international resource on the rule of law. The IJRC helped develop Open World's rule of law programming and organized federal court participation in it, recruiting federal host judges and providing general program guidance. In its capacity as the federal judiciary's administrative arm, the **Administrative Office of the U.S. Courts** provides staff support to the IJRC. This staff assisted federal host judges and organized Washington orientations for rule of law delegates.

### Cooperative Programming

- The **ERA Foundation**, a Russian philanthropy, supported the hosting of leaders from Buryatia, Russia, through an agreement with the Center that dates from 2008. In 2013, this support enabled Open World to host six Buryat delegations.
- The **U.S. Agency for International Development** partially funded two Ukrainian education and innovation exchanges through USETI, focused on transparency in higher education.

The Center partnered with other organizations in 2013 to provide Open World programming on a cost-share basis for other exchange program participants while they were in the United States. These organizations were the **Moscow School of Political Studies**; the **Russian Presidential Academy of National Economy and Public Administration**; **USAID**; **The Turkish High Council of Judges and Prosecutors**; **The Supreme Court and the Office of the Prosecutor of Estonia**; the **Law Library of Congress** (for Russian legal scholars); and the **Rumsfeld Foundation** (for Fellows from Central Asia and the Caucasus studying local governance).

### Alumni Program

Donations from the **Argyros Family Foundation**, the **Russell Family Foundation**, and former U.S. ambassador to Russia and current trustee **James F. Collins** supported the 2013 activities of Open World's privately funded Alumni Program.

**American Councils for International Education** managed the Alumni Program and tracked Open World results.

## 2013 OPEN WORLD GRANTEES

Each year the Open World Leadership Center awards grants to competitively selected organizations across the United States to carry out its community-based professional exchanges. On occasion, the Center also awards grants to organizations that it has solicited to host specialized delegations. The grantees recruit and oversee a network of local affiliates and partners to conduct the visits or carry out the visits themselves. The Center gratefully acknowledges the following organizations for their service to Open World in 2013:

The Archangel Committee	Portland, ME
Cambridge-Yerevan Sister City Association	Cambridge, MA
Council of International Programs USA	Chagrin Falls, OH
Council of International Programs Chicago	Chicago, IL
Center for Safe Energy	Berkeley, CA
Friendship Force International	Atlanta, GA
Friendship Force International of Lansing	Lansing, MI
FHI 360	Washington, DC
Georgia to Georgia Foundation, Inc.	Marietta, GA
Graduate School	Washington, DC
International Focus (formerly International Affairs Council)	Raleigh, NC
International Hosting	Bountiful, UT
International Rule of Law Consortium (formerly Vermont Karelia)	Colchester, VT
Kyiv Mohyla Foundation of America	Chicago, IL
Linkages of Rochester	Rochester, NY
New Orleans Citizen Diplomacy Council	New Orleans, LA
Rotary International	Evanston, IL
Rotary Club of Oklahoma City	Oklahoma City, OK
Supporters of Civil Society in Russia	St. Louis, MO
US-Ukraine Foundation	Washington, DC
World Services of La Crosse, Inc.	La Crosse, WI



## 2013 LOCAL HOST ORGANIZATIONS

Open World would like to thank the following organizations and institutions for hosting our delegations in 2013:

### Alabama

Birmingham Sister Cities Commission – Ukraine Committee  
Friendship Force of Birmingham  
Friendship Force of Huntsville  
International Services Council of Alabama

### Arizona

International Training and Consulting, Inc.  
Kingman Route 66 Rotary Club  
Greater Phoenix Chapter of People to People International

### Arkansas

Arkansas Council for International Visitors

### California

Center for Safe Energy  
Citizen Diplomacy Council of San Diego (formerly International Visitors Council of San Diego)  
County of Santa Clara/Moscow Sister County Commission  
Greater Los Angeles Chapter of People to People International  
International Visitors Council of Los Angeles  
Livermore Rotary Club  
Mariposa Rotary Club  
Modesto Sister Cities International  
Rotary Club of Santa Barbara  
Sacramento City College, International Studies Program  
Santa Cruz Sister Cities (also known as Alushta-Santa Cruz SisterCounty Support)  
Sebastopol World Friends, Chyhyryn Committee

### Colorado

Boulder-Dushanbe Sister Cities  
Colorado Springs Sister Cities International  
Rotary Club of Longmont  
WorldDenver (formerly Institute of International Education, Rocky Mountain Regional Center)

### District of Columbia

Initiative for Russian Culture at American University

### Florida

Florida Suncoast Friendship Force Club  
Gulf Coast Citizen Diplomacy Council  
GlobalJax  
Miami Council for International Visitors  
Rotary Club of Seminole County South  
Sister City Program of Gainesville, Inc  
U.S. Bankruptcy Court for the Southern District of Florida  
U.S. District Court for the Middle District of Florida

### Georgia

Friendship Force of Greater Atlanta  
Georgia to Georgia Foundation

### Hawaii

Kapiolani Community College

### Illinois

Citizen Bridges International (formerly Heartland International)  
Council of International Programs – Chicago  
International Cultural Educational Association  
Kyiv Mohyla Foundation of America  
Peoria Area World Affairs Council  
Rotary Club of Chicago  
Springfield Convention and Visitors Bureau (formerly Springfield Commission on International Visitors)  
U.S. Court of Appeals for the Seventh Circuit  
U.S. District Court for the Central District of Illinois  
WorldChicago (formerly known as IVC of Chicago)

### Indiana

Fishers Rotary Club

### Iowa

Council Bluffs Sister City Association  
Friendship Force of Cedar Rapids/Iowa City  
Iowa Sister States

### Kansas

Winfield Rotary Club

### Kentucky

Sister Cities of Louisville, Inc.  
World Affairs Council of Kentucky & Southern Indiana

### Louisiana

New Orleans Citizen Diplomacy Council (formerly Council for International Visitors of Greater New Orleans)  
Rotary Club of Harahan  
Shreveport Bar Association

### Maine

Archangel Committee  
Kotlas-Waterville Area Sister City Connection

### Maryland

Maryland IROLC Committee  
Prince George's County Circuit Court, 7th Judicial Circuit  
Rotary Club of Towsontowne  
U.S. District Court for the District of Maryland  
World Trade Center Institute, International Visitors Program

### Massachusetts

Cambridge-Yerevan Sister City Association (CYSCA)  
International Center of Worcester  
Massachusetts Supreme Judicial Court  
Rotary Club of West Springfield  
U.S. District Court for the District of Massachusetts  
WorldBoston

### Michigan

Colleagues International, Inc.  
Friendship Force of Greater Lansing, Michigan  
International Visitors Council of Metropolitan Detroit  
Pittsfield Charter Township

### Minnesota

Rotary Club of White Bear Lake  
Saint Paul - Ramsey County Public Health  
Sanford Health of Northern Minnesota (formerly North Country Regional Hospital)  
U.S. District Court for the District of Minnesota

### Mississippi

International Visitors Center of Jackson

### Missouri

International Visitors Council of Greater Kansas City  
Supporters of Civil Society in Russia, Inc  
World Affairs Council of St. Louis

### Montana

Advisory Commission on International Relationships for City of Great Falls  
WorldMontana (formerly Montana Center for International Visitors)

### Nebraska

Friendship Force of Eastern Nebraska  
Friendship Force of Lincoln  
Heartland Family Service

### Nevada

Northern Nevada International Center  
Rotary Club of Reno Central  
Rotary Club of Las Vegas  
U.S. District Court for the District of Nevada

### New Hampshire

World Affairs Council of New Hampshire  
Albuquerque Council for International Visitors  
Albuquerque/Ashgabat Sister Cities Committee  
Santa Fe Council on International Relations

### New York

International Center of Syracuse  
International Institute of Buffalo  
Irondequoit-Poltava Sister Cities  
Linkages of Rochester, Inc.  
Rochester Global Connections, Inc. (formerly Rochester International Council)  
Rotary Club District 7230

### North Carolina

Friendship Force of Central North Carolina  
Friendship Force Club of Raleigh  
Friendship Force of Western North Carolina  
International Affairs Council  
International House (of Metrolina/Charlotte)  
Stafford Institute (formerly Global House)  
Summit Rotary Club  
U.S. Court of Appeals for the Fourth Circuit

### North Dakota

Bismarck State College

### Ohio

Akron International Friendship  
Cincinnati-Ukraine Partnership  
Columbus International Programs  
Council of International Programs USA  
Greater Cincinnati World Affairs Council  
International Visitors Council of Columbus

### Oklahoma

Rotary Club of Oklahoma City  
Tulsa Global Alliance  
U.S. District Court for the Western District of Oklahoma

### Oregon

Grants Pass Sister City Committee  
Umpqua Community College  
World Affairs Council of Oregon

### Pennsylvania

GlobalPittsburgh (Pittsburgh Council for International Visitors)  
Northampton Community College

### Rhode Island

Cape Cod and the Islands and Rhode Island Rotary Club

### South Carolina

Palmetto Council for International Visitors  
Soonch

### South Dakota

Dacotah Territory International Visitor Program  
South Dakota World Affairs Council

### Tennessee

Blount County Sister City Organization  
Friendship Force of Memphis

### Texas

Kilgore College Small Business Development Center  
Rotary Club of Frisco Noon  
University of Texas at Austin  
World Affairs Council of Dallas/Fort Worth

### Utah

International Hosting  
U.S. District Court for the District of Utah  
Utah Valley University, Office of International Affairs & Diplomacy

### Vermont

Vermont Council on World Affairs  
Vermont Karelia Rule of Law Project, Inc.

### Virginia

Arlington Sister City Association  
James Kent Inn of Court  
Norfolk Sister City Association, Inc.  
Northern Virginia Community College  
Rotary Club of Lynchburg  
Virginia Commonwealth University  
U.S. District Court for the Eastern District of Virginia

### Washington

World Affairs Council of Seattle

### West Virginia

Center for International Understanding, Inc

### Wisconsin

Friendship Force of Greater Milwaukee  
Friendship Force of Wisconsin  
IDEAco (The Coalition for Innovative Development, Education, and Action)  
Madison Area Technical College  
University of Wisconsin Extension - Juneau County  
World Services of La Crosse, Inc.

## OPEN WORLD FINANCIAL INFORMATION

In fiscal year 2013, the Open World Leadership Center received \$8 million in appropriated funds, \$1 million in inter-agency transfers, and \$177,077 in direct private donations. In calendar year 2013, the accumulated value of cost-sharing with the Open World community of grantees, local host organizations, and individual local hosts totaled \$2.5 million.

The Open World Leadership Center submitted a complete set of financial statements for fiscal year 2013 to the independent public accounting firm of CliftonLarsonAllen for a full audit. CliftonLarsonAllen issued an unqualified (clean) audit opinion on the financial statements and reported no material weaknesses or reportable conditions in Open World's internal control, and no instances of noncompliance with laws and regulations affecting the financial statements. With the 2013 audit, the Center has received eight consecutive clean opinions. The tables on this page (along with the accompanying notes on the next page) present the fiscal year 2013 highlights from the Center's Consolidated Balance Sheets and Consolidated Statement of Net Costs. The Financial Statements document (with notes) and CliftonLarsonAllen's Independent Auditor's Report are available in full on the Open World website at [www.openworld.gov](http://www.openworld.gov).

### OPEN WORLD LEADERSHIP CENTER

#### Statements of Net Costs

For the Years Ended September 30, 2013 and 2012

	FY 2013	FY 2012
Net Costs by Program Area:		
Program Costs	\$ 11,648,703	\$ 11,318,226
Less Earned Revenue	<u>0</u>	<u>0</u>
Net Costs of Operations	<u>\$ 11,648,703</u>	<u>\$ 11,318,226</u>

The accompanying notes are an integral part of these financial statements.

### OPEN WORLD LEADERSHIP CENTER

#### Balance Sheets

As of September 30, 2013 and 2012

	FY 2013	FY 2012
<b>ASSETS</b>		
Entity Assets:		
Intragovernmental Assets		
Fund Balance with Treasury (Note 2)	\$ 107,163	\$ 1,974,474
Investments (Note 3)	5,525,776	6,066,056
Accounts Receivable	<u>0</u>	<u>0</u>
Total Intragovernmental	5,632,937	8,040,530
Property and Equipment	0	227
Prepayments (Note 4)	<u>67,527</u>	<u>359,082</u>
Total Assets	<u>5,700,464</u>	<u>8,399,839</u>
<b>LIABILITIES</b>		
Intragovernmental Liabilities		
Accounts Payable and Accrued Funded Payroll Benefits	\$ 66,013	\$ 35,092
Advances from Others	0	37,159
Other Liabilities	<u>17,085</u>	<u>(16,227)</u>
Total Intragovernmental	83,098	55,947
Accounts Payable and Accrued Funded Payroll Benefits	767,155	1,251,717
Unfunded Annual and Compensatory Leave	<u>45,460</u>	<u>55,965</u>
Total Liabilities (Note 6)	<u>\$ 895,713</u>	<u>\$ 1,363,656</u>
<b>NET POSITION</b>		
Cumulative Results of Operations - Earmarked	<u>4,804,751</u>	<u>7,036,183</u>
Total Net Position	4,804,751	7,036,183
Total Liabilities and Net Position	<u>\$ 5,700,464</u>	<u>\$ 8,399,839</u>

The accompanying notes are an integral part of these financial statements.

Note 2. **Fund Balance with Treasury**

	2013	2012
OWLC Funds Originally from Appropriations	\$ 69,864	\$ 625,452
Gift Funds	37,299	1,349,022
Total	<u>\$ 107,163</u>	<u>\$ 1,974,474</u>

Status of Fund Balance with Treasury:

	2013	2012
Unobligated Balances - Available	\$ 0	\$ 0
Obligated Balances - Unavailable	107,163	1,974,474
Total	<u>\$ 107,163</u>	<u>\$ 1,974,474</u>

Note 3. **Investments, net**

Funds that are not needed to finance current activities are invested in interest-bearing obligations of the United States. The Center has directed the Library to invest funds derived from contributions in Treasury securities. Due to the short-term nature of the investments, the cost of investments in conjunction with accrued interest approximates their fair market values. Investments outstanding were \$5,525,774 and \$6,066,056 for fiscal years 2013 and 2012. Average annual investment rates were 2.000% and 2.250% in fiscal years 2013 and 2012.

	2013	2012
Face Value	\$ 5,500,000	\$ 6,034,000
Interest Receivable	25,774	32,056
Investments, Net	<u>\$ 5,525,774</u>	<u>\$ 6,066,056</u>

Note 4: **Prepayments**

The Center awards grants to approximately 15 organizations with exchange-program expertise that are competitively selected for the purpose of hosting the foreign delegates. In fiscal years 2013 and 2012, \$67,527 and \$359,080 had been paid to but not yet used by these organizations to carry out their services.

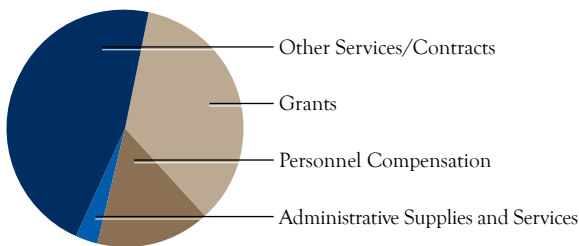
Note 6. **Liabilities Covered and Not Covered By Budgetary Resources**

	2013	2012
Liabilities Covered By Budgetary Resources	\$ 850,253	\$ 1,307,691
Liabilities Not Covered By Budgetary Resources:		
Intragovernmental	0	0
Other	45,460	55,965
Total	<u>\$ 895,713</u>	<u>\$ 1,363,656</u>

Liabilities covered by budgetary resources include accounts payable, advances from others, accrued funded payroll and benefits, advances from the public, and deferred credits.

Liabilities not covered by budgetary resources include accrued unfunded annual leave and benefits.

**DISTRIBUTION OF SELECT OBLIGATIONS CATEGORIES FY2013**



Note: "Contracts" includes, but is not limited to, the costs of applicant and participant processing, travel planning, participant airfare, and database management and other expert services. "Grants" covers payments to hosting organizations.

**OPEN WORLD LEADERSHIP CENTER OBLIGATIONS FY2013**

Category	FY2013 Actual Obligations
Personnel Compensation	\$ 1,013,715
Administrative Supplies and Services	199,298
Other Services/Contracts	3,068,045
Grants	2,298,250
<b>TOTAL - FY2013 Obligations</b>	<b>\$6,579,308</b>

Note: Administrative costs equal \$517,392 or 7.9 percent of total obligations. Open World used trust fund revenue, prior year recovered funds, and cost reduction measures to maintain programming at previous years' levels.




**OPEN WORLD**  
LEADERSHIP CENTER

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