



OPEN WORLD
LEADERSHIP CENTER

2012 ANNUAL REPORT | www.openworld.gov



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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 2012. Through the Center's Open World program, Congress has linked some 19,000 emerging leaders from countries in Eurasia to their counterparts in communities across the United States. Open World's hosts and presenters go above and beyond to share American values and best practices with our participants, with the goal of helping them move their countries toward a more stable and accountable form of governance.

Since its beginnings as a nonpartisan legislative branch agency in 1999, the Open World Leadership Center has also focused on responding to the priorities of Congress. The Center works to assist Congress in its oversight responsibilities, and aids Congress in its interparliamentary and legislative activities. Members of Congress and their staff have in turn been incredibly generous in offering insights and inspiration to our participants during meetings in Washington, DC, and in our host communities.

Open World in 2012 continued to build its international leadership network, through which U.S. and Eurasian professional counterparts with mutual interests are able to consult and cooperate with each other on issues affecting their communities and countries. As this report illustrates, Open World now emphasizes reaching the newest generation of young political and civic leaders, most of whom came of age after the Cold War.

Open World continues to offer Members of Congress and their constituents an extraordinary value in terms of efficiency and cost-effectiveness. The Center boasts an overhead rate of about 7 percent, every grant it makes contains cost-shared elements, and more than 75 percent of its appropriation is returned to the American economy every year. The Open World program benefits not only our Eurasian participants, but also the individuals, organizations, and communities across the United States that are involved in the exchanges themselves, and in the many international projects and partnerships that our exchanges support.

My fellow trustees and I, along with all the Open World staff, look forward to more years of 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.

Walter Scott, Jr.
Chairman of the Board of Trustees

MESSAGE FROM THE EXECUTIVE DIRECTOR

Dear Friends of Open World:

As the political and social landscape of Eurasia shifts, the first post-Soviet generation is coming of age. We at Open World now increasingly focus on this generation, as a result of a farsighted decision by our Board of Trustees that 30 percent of our delegates should be under 30 years old.

Our challenge in meeting this goal had three levels. First, we needed to find young nominees with innate leadership potential. Given the political and cultural history of the region, identifying those who have attained positions through merit rather than family connections can be a difficult task. Second, we had to design programs that met the much-different aspirations of this cohort. We wanted in particular to ensure that the young professionals hosted by Open World had both formal and informal meetings with Americans their own age. Third, we needed to employ different mechanisms to ensure continued communication after the U.S. visit, which meant using social media to create affinity groups by common interests and geography.

In 2012, we reached our goal: 33 percent of our delegates were under 30 years old. Achieving this numerical goal was not difficult; making sure that we met the three criteria above was more complex. Fortunately, we had significant support in this effort. Our Young Professionals Advisory Committee (YPAC) helped greatly in the nominations process and in program design. YPAC also created a survey tool that helped us improve how we structured the U.S. program. Our staff in Moscow and Kyiv found highly qualified nominators and did a careful job with the vetting committees to select outstanding young professionals. Finally, the American host coordinators worked mightily to present excellent programming and professional contacts.

In another matter of importance to Open World, in 2012, the U.S. Government Accountability Office (GAO), at the request of Congress, evaluated the Center's financial management practices and performance measurements. The GAO concluded in its September 2012 report that the Center follows leading financial management and financial accountability practices and noted that the Center has consistently received clean audit opinions since fiscal year 2006. The report also stated that the Center's efforts to quantify program success use performance measures consistent with GAO recommendations. The GAO recognized that the Center in 2012 completed a final comprehensive quantitative analysis of annual achievement on each of the Center's Strategic Plan performance measures for fiscal years 2007 through 2011. We at the Center are proud of the GAO's findings on our sound financial stewardship and use of best practices.

I hope that you enjoy Open World's annual report for 2012.

Sincerely,

John O'Keefe
Executive Director



PROGRAM INFORMATION

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 is already underway is to increase the number of delegates below age 30. The Plan also emphasizes Open World's role as a congressional support agency.

In 2012, Open World conducted exchanges across the United States for leaders from Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Russia, Serbia, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan.

Open World Leadership Center Staff

As of December 31, 2012

WASHINGTON, DC

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The Honorable John O'Keefe
Ambassador (Ret.)

DEPUTY EXECUTIVE DIRECTOR

Jane Sargus

PROGRAM MANAGERS

Vera DeBuchananne
Lewis Madanick
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PUBLIC AFFAIRS SPECIALIST

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Yelena Yefremova

INTRODUCTION

Open World Young Professionals Program

By Sam Stone, Open World Young Professionals Advisory Committee

Today's young professionals in the former Soviet Union will be the first generation to assume leadership positions without the ideological baggage or personal memories of the Cold War. Open World's new Young Professionals program engages this generation, tailoring programs specifically 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, as well as other themes of particular relevance, such as anticorruption, human rights, environmental management, and online journalism.

The Center launched the Young Professionals program in 2011 with the ambitious goal of having 30 percent of all Open World delegates be under the age of 30—a goal achieved in 2012. Another goal of this program is to host a significant number of delegations made up entirely of delegates below age 30, thereby encouraging these delegates to network with each other and their American counterparts. In 2012, 32 delegations of young professionals from Russia and Ukraine participated in these focused exchanges.

The program has been supported by the Center's Young Professionals Advisory Committee (YPAC), composed of young American professionals with strong interest and experience in the region. YPAC members have supported the "30-under-30" initiative in a number of ways, including recruiting delegates, making site visits during U.S. hostings, and briefing the Open World Board of Trustees on the program. In fall 2013, six Open World programs will have new themes designed by YPAC.

YPAC surveys taken in spring 2013 showed that 95 percent of Young Professionals delegates would recommend participating in Open World to contemporaries in their home communities. Reaction from the U.S. hosts of Young Professionals delegations has also been positive.

Personally, I've relished the opportunity to work with the other committee members, the Open World staff, and Open World's partners in the United States and participating countries. As we continue, I look forward to the work YPAC has ahead building connections with the next generation of leaders across all professional fields and in all Open World countries.

The pages that follow highlight the experiences and results of a number of the Young Professionals delegations hosted by Open World in 2012.

Open World Young Professionals Advisory Committee (YPAC)

As of December 31, 2012



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



Sarah Shook
Washington, DC
Transit Labs, LLC



Derrick Staten
Stanford, CA
Stanford U.S.-Russia Forum (SURF)



Sam Stone
San Francisco, CA
TPG Capital

STATISTICS

- Open World has brought nearly 19,000 current and future leaders of Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Lithuania, Moldova, Russia, Serbia, Tajikistan, 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 2012, Open World conducted exchanges for 1,329 participants from that year's 13 program countries.
- Open World also hosted one leader from Afghanistan and one from Mongolia under a special agreement and cost arrangement with the Rumsfeld Foundation.
- Open World's 2012 participants traveled to 45 U.S. states, taking part in professional programs in 215 congressional districts.
- Since the program's inception, more than 7,200 American volunteer families in over 2,050 communities in all 50 states have hosted Open World leaders.

Louisville, Kentucky – Accountable Governance

Delegation Facts

Hosting Dates: June 6–16
 Local Host: Sister Cities of Louisville
 Grantee: FHI 360

Delegation

Kseniya Demakova – NGO Press Officer – Perm
 Konstantin Nikoronov – NGO President – Perm
 Danil Postanogov – Journalist – Perm
 Aleksandr Yakomiv – Municipal Administrator – Perm
 Mark Zalugin – NGO President – Perm

Program Highlights: When Open World hosted a delegation of young NGO, municipal, and journalism leaders from Perm, Russia, in Louisville, KY, it helped strengthen the longstanding sister-city partnership between the two communities. To respond to the delegates' interest in media-government relations, the host organization, Sister Cities of Louisville, arranged for the group to attend Kentucky Gov. Steve Beshear's press conference at the unveiling of an expanded automotive plant. Government-media interaction was further explored during a thought-provoking meeting with Rep. John Yarmuth. To support one delegate's efforts to make Perm more bike friendly, city officials briefed the group on the development of the Louisville Loop shared-use trail. And during a roundtable on volunteerism, staff of several civic organizations—including the Kentucky Derby Festival—gave the delegates constructive ideas on how to recruit, train, and retain volunteers.

Making a Difference: Delegate Danil Postanogov of the Ekho Moskv in Perm radio station especially benefited from learning about U.S. approaches to preventing, investigating, and responding to domestic violence. One relevant session he had during his Louisville exchange was a site visit to the Center for Women and Families to review its services for domestic-violence victims. During a broadcast on shelters and abandoned children, and another on domestic violence, Postanogov shared with listeners the information he gained in Louisville, and his Open World experience continues to inform his commentary.

Testimonial: We attempted to show the visitors accountability in governance from both sides, primarily through meetings with government officials, as well as meetings with individuals and visits to organizations that advocate for those who may or may not have a voice. The delegates asked innumerable questions of the politicians on all levels regarding the conduct of campaigns, the interaction with and support of constituents, and the role of money and media in politics, among other things. All representatives from all levels of government were quite generous with their time and quite forthcoming and candid in their responses.

Tom Dumstorff, Sister Cities of Louisville

Youth-issues delegates from Perm, Russia, explore their sister city of Louisville with local bicycle advocates, stopping by Louisville's sister-cities sign.



Lincoln, Nebraska – Accountable Governance

Delegation Facts

Hosting Dates: June 6–16
 Local Host: Friendship Force of Lincoln
 Grantee: Friendship Force International

Delegation

Dmitriy Antipchenko – Human Rights Blogger – Novosibirsk
 Igor Bocharov – Newspaper Reporter – Novosibirsk
 Nadezhda Chudinova – City Youth Development Specialist – Gubakha
 Darya Gudkova – Regional Youth Development Specialist – Yaroslavl
 Yekaterina Pavlova – Journal Editor – Novosibirsk
 Mikhail Kulikov – Regional Deputy Minister – Yakutsk
 Viktor Minin – City Attorney – Ulybino
 Yekaterina Saprykina – Ethnic Relations Expert – Moscow
 Liana Velichko – Regional Government Administrator – Ulyanovsk

Program Highlights: Young Russian journalists, government officials, and businesspeople kicked off their accountable governance exchange with a workshop on new media at the University of Nebraska-Lincoln's highly regarded journalism school. The delegates then explored media operations and freedom of the press with practicing journalists at the *Lincoln Journal Star* newspaper, a radio station, and Nebraska's PBS affiliate. As part of their introduction to American government at the local level, the Russians observed Lincoln City Council proceedings. Visits to two volunteer organizations that serve the needy generated a lot of questions from the delegates about how to promote volunteerism in their own country. While in Lincoln, the delegates had a wide-ranging discussion on government with several state legislators. Open World Board Chair Walter Scott, his wife, Suzanne, and Open World Trustee Michael Yanney hosted a dinner in Omaha for the delegation.

Making a Difference: Mikhail Kulikov, deputy minister of the Sakha Republic Ministry of Federal and International Relations, is especially grateful for a special meeting set up at his request by his Open World hosts with the Nebraska Department of Economic Development. The meeting allowed Kulikov to share ideas with, and receive helpful materials from, department officials who work in the areas of business development and international trade and investment. Kulikov is interested in attracting tourism and investment to Sakha, a large and remote Siberian region.

Accountable governance delegates visit the Nebraska State Capitol in Lincoln to meet with state legislators and legislative staff.



Los Alamos, New Mexico – Accountable Governance

Delegation Facts

Hosting Dates: June 6–16
 Local Host: Los Alamos - Sarov Sister Cities Initiative
 Grantee: FHI 360

Delegation

Tatyana Belina – Deputy City Manager – Sarov
 Yevgeniy Krasnogorskiy – Municipal Administrator – Sarov
 Dmitriy Palilov – Local Legislator – Sarov
 Yelena Podgornaya – Municipal Administrator – Sarov
 Yevgeniy Sushkov – Municipal Administrator – Sarov

Program Highlights: When putting together the agenda for an accountable government delegation from Los Alamos’s Russian sister city of Sarov, Los Alamos - Sarov Sister Cities Initiative members kept in mind that their young-leader guests wanted to learn how American government officials listen to the public. This objective was especially important for a delegate who sits on the Sarov City Council and two others employed by Sarov’s Division of Public Complaints. Introducing the Russians to the role of volunteer citizen boards was one way this goal was fulfilled. As a case study, the delegates explored the work of the Los Alamos County Board of Public Utilities. Other insights came during Q&A sessions with New Mexico Lt. Gov. John Sanchez, then-Los Alamos County Council Chair Sharon Stover, and County Administrator Harry Burgess. During orientation meetings in Washington, DC, with aides to Sen. Tom Udall and Rep. Ben Ray Lujan, the Russians heard how constituents communicate their views to these Members of Congress.

Sustaining Partnerships: No sooner had Open World delegates Dmitriy Palilov and Yevgeniy Sushkov returned to Sarov from Los Alamos than they began preparing for a visit to Sarov by a group of Los Alamos high schoolers and their chaperones. Los Alamos and Sarov have in recent years conducted a two-week summer youth exchange, each city playing host in alternate years. In 2012, it was Sarov’s turn to host. Palilov and Sushkov helped arrange home stays and put together a rich cultural and educational program for the Los Alamos high schoolers, who arrived in midsummer. As one of the participating Los Alamos teens said of the experience, “I formed many close ties and lifelong friends because of my time in Russia. Our overseas education varied from learning to read and write (at the age of 15, might I add) in a new language to the rich history of Sarov. Overall, I learned so much that every day, I find some reminder of a different fact I had picked up in Russia.”



New Mexico Lt. Gov. John Sanchez (back, at head of table) meets in the State Capitol in Santa Fe with Open World delegates from Sarov, Russia.



Yelena Podgornaya (left), director of procurement services for Sarov, Russia, meets with Annalisa Miranda (right), a counterpart expert from the Los Alamos County administration. Also shown: facilitator Nadezhda Dudik.

Bozeman, Montana – Environmental Management

Delegation Facts

Hosting Dates: June 20–30
 Local Host: WorldMontana
 Grantee: FHI 360

Delegation

Petr Kiryushin – Environmental NGO Founder – Moskovskiy
 Mikhail Kislitskiy – Environmental NGO Administrator – Chelyabinsk
 Darya Kondakova – Environmental Engineer – Yaroslavl
 Leysan Nazmutdinova – Environmental Activist – Kazan
 Yuliya Tarushkina – Federal Environmental Researcher – Engels

Program Highlights: Montana was the “perfect spot” for seeing American approaches to environmental protection, reported the facilitator who accompanied five Russian environmental leaders to their host city of Bozeman. By meeting with Mayor Sean Becker and city Climate Protection Coordinator Natalie Meyer, the Russians developed a new appreciation for how local government can undertake environmental conservation. A visit to Montana State University exposed the delegates to campus green initiatives, including a sustainable vegetable plot, while a trip to Yellowstone National Park introduced them to park management. An environmental consultant’s description of his company’s work on watershed restoration projects made a particularly strong impression on the Russians, who were interested in this model of private-public cooperation on conservation. An aide to then-Rep. Denny Rehberg met with the delegates during their Washington, DC orientation. WorldMontana conducted the exchange for Open World.

Networking: Environmentalist Petr Kiryushin believes that the Open World experience conveys American concepts and practices worth implementing in Russia. To begin a discussion of the practical use of ideas from the June 20 travel group’s Open World visits, Kiryushin asked his fellow Young Professionals delegates to write articles on the theme “World of Discoveries: American Experience and Possibilities for Russia’s Sustainable Development.” Ten participants posted articles on their Open World group Facebook page, with titles such as “Solving the Issues of Ecological Security in the USA” and “Social Responsibility of Small Businesses: American Experience vs. Russian Reality.” Open World plans to translate these articles and post them on the Center’s website.

Professional Advancement: Shortly after her Open World visit to Bozeman, Leysan Nazmutdinova (center right in photo) obtained her degree in biology and became an employee of the Water and Land Management Department of the Federal Supervisory Natural Resources Management Service for the Republic of Tatarstan. As a specialist/supervision expert for the department, Nazmutdinova audits compliance with federal environmental legislation, submits documentation of violations to law-enforcement and judicial officials, and helps prepare departmental reports, among other duties.



Young environmental leaders from Russia visit Yellowstone National Park during their Bozeman, MT-based exchange.

Minot, North Dakota – Social Services

Delegation Facts

Hosting Dates: June 20-30
 Local Host: Minot Area Council for International Visitors
 Grantee: FHI 360

Delegation

Svetlana Bazhenova – TV Journalist – Voronezh
 Yuliya Belyayeva – NGO Administrator – Arkhangelsk
 Yekaterina Lycheva – NGO Administrator – Severodvinsk
 Alina Pokalyakina – NGO Administrator – Nizhniy Novgorod
 Anastasiya Starikova – Sociologist – Perm

Program Highlights: One year after the Souris River flood, a Russian team composed mainly of NGO officials arrived in hard-hit Minot, ND, to study American volunteerism and social services in action. Touring flood-affected sites with the city's flood recovery coordinator showed the Russians the scope of the damage and the status of the recovery effort. At Hope Village, the central volunteer management point for flood recovery, the delegates gained an understanding of the decentralized, grassroots nature of American volunteerism—and they even worked alongside Hope Village volunteers on a flooded home. At the local CBS television affiliate, the delegates discussed how America's free press covers disasters and their aftermath. Observing operations at a Job Corps center and the North Dakota Center for Persons with Disabilities gave the delegates useful insights into American social-services practices. The delegates in turn presented on their work at an event sponsored by their host organization, the Minot Area Council for International Visitors.

Making a Difference: In August, delegates Yuliya Belyayeva and Yekaterina Lycheva took part in a conference on rural development hosted in Columbus, OH, by the Ohio Rural Community Assistance Program. Called "Small Towns, Big Futures," the conference featured sessions on strategic planning and economic development. The event was part of a binational training project entitled "Sustainable Development of Rural Communities" aimed at strengthening the social and economic infrastructure of rural communities in Russia and the United States. The Arkhangelsk Center of Social Technologies, where Belyayeva and Lycheva work, and WSOS Community Action Commission, Inc., of Fremont, OH, jointly carried out the project with a grant from the US-Russia Civil Society Partnership Program (CSPP). CSPP reports that the project provided training to more than 40 local development experts in 10-plus U.S. and Russian communities. Project participants also established a network for sharing best practices. Belyayeva and Lycheva say that their Open World trip helped with their work on the project by familiarizing them with the American economy and political system, which in turn allowed them to better understand and facilitate discussion of the concepts presented during the conference and other project events.



Young Russian social-services leaders visit Hope Village, the unified volunteer center established in Minot to assist with flood recovery.



Delegates headed for Minot, ND, discuss disaster relief with Josh Carter (back right) of Sen. John Hoeven's office.

Volunteerism: Alina Pokalyakina reported that she brought back to Russia information about the organization and operation of American NGOs. Together with her colleagues at the Center for Social Initiatives, one of Nizhniy Novgorod Region's leading nonprofits, she translated these materials into Russian. The translated manuals, which include recommendations on how to attract, train, and motivate volunteers, had by September 2012 already been used by two area NGOs—one for at-risk youth, another serving people with disabilities. These organizations have reportedly attracted many new volunteers as a result of implementing the recommended practices.

Testimonial: American civic-oriented organizations have vast experience ... that could be shared and implemented [in other countries]. The support and accommodations for people with disabilities, the notion of volunteerism, the advancement of local communities, and civic involvement in political decision-making processes are all vivid examples. The third sector in the U.S. is a platform for engagement of citizens and implementation of government's social agenda, and a beneficiary of socially responsible procurement.

From Alina Pokalyakina, "Cooperation of the Authorities, Nonprofit Organizations, and Social Service Agencies Based on the American Experience," trans., an article contributed to the Open World June 20, 2012 Russian Young Professionals Facebook page.



Representatives of faith-based, community, and government organizations cooperating on flood-recovery efforts in Minot, ND, brief the Russian delegation on their work.

Burlington, Vermont – Accountable Governance

Delegation Facts

Hosting Dates: June 20–30
 Local Host: Vermont Council on World Affairs
 Grantee: FHI 360

Delegation

Yelena Kirillova – Journalist – Yaroslavl
 Yevgeniya Maltseva – Journalist – Rybinsk
 Yelena Sakharova – Journalist – Moscow
 Lyudmila Shabayeva – Radio Station Editor – Krasnyy Bor
 Elita Yusupova – Journalist – Yaroslavl

Program Highlights: Young Russian journalists, including two from Burlington’s sister city of Yaroslavl, reviewed operations and government-media relations with their counterparts at the *Addison Independent*, *Barre-Montpelier Times Argus*, and *Stowe Reporter* newspapers. Former ABC News senior foreign correspondent Barrie Dunsmore had in-depth Q&A with the delegates; Vermont Secretary of State Jim Condos discussed the role of his office in public record keeping. Among the other elected officials whom the delegates met were Burlington Mayor Miro Weinberger and several state senators. At Channel 17, also known as “Town Meeting TV,” the delegates not only learned how a local public-access television station can promote government accountability and citizen engagement, but also were interviewed on-air about their work and their visit. The Russians were struck by the freedom from censorship that their U.S. peers enjoy, and inspired by the access that American journalists have to government officials.

Making a Difference: Lyudmila Shabayeva (in blue sweater and khaki pants in center of photo below), editor-in-chief of Ekho Moskvyy radio station in Yaroslavl, Russia, blogged on the station’s website about her June 2012 Open World Burlington visit shortly after her return. Among the points she made to her readers were that ordinary Americans are not victimized by bribe-taking officials, that government is open and public officials (like the mayor of Burlington) are accessible, and that Vermont residents can attend and ask questions at town meetings. Her blog post also describes how easy it is to start up businesses in the state, and notes how government officials there are unable to pay to “plant” articles in local newspapers.



Russian journalists visit the office of Vermont Secretary of State Jim Condos in Montpelier during an exchange hosted in Burlington, VT.

Testimonial: Howard Seaver, who chairs the committee that manages the Burlington side of the [sister-city] relationship between Burlington and Yaroslavl, was instrumental in helping arrange the visit. He had noted during an earlier visit to Yaroslavl that the Russians were unaware of the open relationship enjoyed by the American press with public and government officials. He felt that, if we could get young journalists to visit and experience American press relationships, he could better convey the idea of freedom of the press. Often in [Russian] state-supported papers, government officials screen material for publication.

Excerpted from “A Russian Media Exchange” by Burlington journalist and home host John Hammer, published on page 21 of the July 12, 2012 Charlotte News

Mississippi State, Mississippi – Accountable Governance

Delegation Facts

Hosting Dates: December 5–15
 Local Host: Mississippi State University, Department of Political Science and Public Administration and International Institute
 Grantee: Mississippi State University

Delegation

Nikita Bykhovskiy – Internet TV Show Anchor – Nizhniy Novgorod
 Anna Klimina – Youth Forum Organizer – Nizhniy Novgorod
 Ilya Rogozhin – NGO Community Relations Specialist – Nizhniy Novgorod
 Marina Savlova – Political Party Press Officer – Nizhniy Novgorod
 Roman Shilov – Legal Consultant to Homeowners Association – Gorbatovka

Program Highlights: “They just bombarded the presenters [and the] hosts who were accompanying the delegation with questions,” said the facilitator for five young Russian leaders hosted on a December accountable governance exchange by Mississippi State University. Although the oldest among them was only 24, the delegates already had a wealth of experience, ranging from working on political campaigns to advising homeowners on their legal rights. The delegates’ questions about the U.S. judicial system were answered during a lively session in Jackson with state Supreme Court Chief Justice William L. Waller, Jr. The speaker of the Mississippi House of Representatives, Philip Gunn, reviewed the operations of the state legislature with the Russians. And a workshop led by Starkville Mayor Parker Wiseman introduced them to U.S. municipal governance. Other meetings focused on transportation and economic development. The openness of officials at all levels of government made a deep impression on the Russians.

Making a Difference: Delegate Anna Klimina returned to her home city of Nizhniy Novgorod especially impressed by the student self-government she had encountered at her host organization, Mississippi State University. Klimina is involved with young people both as the coordinator of youth forums for a Nizhniy Novgorod NGO and as a sports instructor. She successfully worked to get a special student council established at her university, Nizhniy Novgorod State University of Architecture and Engineering. The council focuses on organizing sport events at the university.



Mississippi Rep. Gregg Harper (third from left) meets on Capitol Hill in December with a Russian accountable-governance delegation headed for Mississippi State University. Committee work was one of the topics he discussed.



Mississippi State host coordinator K. C. Morrison (far left) with accountable governance delegates and their host families.

Longview, Texas – Accountable Governance

Delegation Facts

Hosting Dates: November 29–December 9
 Local Host: Kilgore College Small Business Development Center
 Grantee: U.S.-Ukraine Foundation

Delegation

Dilyaver Akiyev – Local Legislator – Novooleksiyivka
 Olena Alizade – Tourism Development Specialist – Sevastopol
 Alina Beskrovna – Youth NGO Official – Kyiv
 Oleksiy Koval – Digital Marketing Company Executive – Kyiv
 Dmytro Luskov – Regional Economic Development Specialist – Simferopol

Program Highlights: Young Ukrainian business and government professionals hosted in Longview by the Kilgore College Small Business Center examined municipal governance with Mayor Jay Dean, the city manager, and several city council members. City government was also the focus of Q&A in Hallsville with Mayor Jerri Medrano. The Ukrainians had another Q&A session with students in a U.S. government class at Hallsville High School. At the Longview Economic Development Corporation, the delegates explored strategies for attracting businesses; then they visited a specialty truck manufacturer and a railcar maker to view business operations firsthand. The economic role of tourism in a small town was covered by Jefferson Mayor Richard Turner and Kayann Hollomon of the Marion County Chamber of Commerce. Back in Longview, more than 35 federal and state judges from across Texas, along with Rep. Louie Gohmert, met with the Ukrainians in the Gregg County Courthouse for discussions on the U.S. legal system.

Making a Difference: Alumna Alina Beskrovna of Kyiv has had a busy year serving as president of the board of the U.S. Embassy in Ukraine's Youth Council. Beskrovna reports that the council implemented a committee structure and official guidelines, arranged summer internships for youth in top corporations, successfully carried out an Earth Day "eco bag" project, partnered with the nonprofit Operation Respect on an antibullying project, and hosted more than 20 international speakers, in addition to advising the previous and current U.S. ambassadors to Ukraine on the country's youth issues.

Open World Impact: Alina Beskrovna attributes her can-do spirit to her exchange to Longview, which she visited in her capacity as an officer of the Junior Chamber International Youth. She was deeply impressed by the "hard-working attitude, innovative thinking, and optimism" her hosts demonstrated. "Open World has helped me tremendously" with administrative skills, Beskrovna adds, saying that observing how different Longview city departments work independently of each other yet toward the common good has helped her oversee the operations of the Youth Council's committees. Beskrovna is especially grateful to her home host, business advisor Ken Estes, for encouraging her "to dream big, and then work hard."



Ukrainian delegates tour a Longview fire station as part of their introduction to the city's government. The fire department's pipes and drums band performed for the group.



Delegates headed for Longview, TX, and Little Rock, AR, meet Gen. Colin Powell (center) while attending a U.S.-Ukraine Foundation event in Washington, DC.



Tara D. Sonenshine, second from left, then–undersecretary of state for public diplomacy and public affairs, meets in Kyiv in April 2013 with alumna Alina Beskrovna (center) and the other board members of the Youth Council Ukraine, which is affiliated with the U.S. Embassy there.

While Open World piloted its Young Professionals program with Russia and Ukraine, it also increased its focus on younger leaders from other participating countries by hosting 54 delegations with a majority of members under age 36. In the following pages, you will read about programming for and results from selected 2012 Open World exchanges where most of the delegates were under 36.

Georgia – Atlanta, Georgia – Accountable Governance

Delegation Facts

Hosting Dates: April 25–May 5

Local Host: Georgia to Georgia Foundation, Inc.

Grantee: Georgia to Georgia Foundation, Inc.

Program Highlights: Georgian government and NGO officials and journalists involved in elections and government transparency began their official program at the University of Georgia in Athens, where they received briefings on elections and government finance from university faculty. Additional insights on the electoral process came from a Q&A session with Georgia Secretary of State Brian Kemp, whose department oversees elections within the state. At the Fulton County Board of Registration and Elections, the delegates received a primer on voting in the United States—beginning with voter registration and ending with vote counting—from the perspectives of voters, the press, poll volunteers, and candidates. The Georgians wrapped up their visit with talks with State Ethics Commission Chairman Kevin Abernathy and State Revenue Commissioner Douglas J. MacGinnitie.

Transparency in Elections: Giorgi Kekelishvili, deputy director for what is now the State Audit Office of Georgia, reports that thanks to the experience he gained on his Open World visit to Atlanta, his office established a more effective form of monitoring political-party financing for transparency. Transparency was a major emphasis of the election-themed exchange he participated in.

Testimonial: Nina Khatiskatsi, program director of Transparency International, remarked on the incredible hospitality of the people she has met while in the U.S. She also said her organization is working to increase government accountability and to weed out corruption.

Khatiskatsi, who asked many questions about campaign fundraising and how the donations process works at the local level in the U.S., said she learned a great deal during the visit. ...“The more experience you have, it’s easier to see how reasonable some things are,” she said. “It’s not enough to know only what’s happening in your country, but in general, what the approaches and principles should be.”

Excerpted with permission from “Republic of Georgia Delegates Visit Forsyth,” May 5, 2012, cumming.patch.com



Georgian delegates hosted in Atlanta display their country’s flag during a session on local-level political campaigns.

May 5, 2012, cumming.patch.com

Moldova – Manchester, New Hampshire – Accountable Governance

Delegation Facts

Hosting Dates: September 19–29

Local Host: World Affairs Council of New Hampshire

Grantee: FHI 360

Program Highlights: Moldovan officials hosted in Manchester studied the functions of all levels of American government during a September visit organized by the World Affairs Council of New Hampshire. Manchester Aldermen Joyce Craig and Patrick Long spoke about working within a “strong mayor” form of government, Concord Deputy City Manager Carlos Baia provided insights into how a midsize U.S. town is governed, and Bow Town Manager Dave Stack described how his small town pursues economic development. The Moldovans saw county governance firsthand by touring a nursing home and a jail run by Merrimack County. State legislators discussed the workings of the New Hampshire House of Representatives, and staff of Sen. Kelly Ayotte and then-Rep. Frank Guinta reviewed constituent outreach and case-work from a congressional perspective. The delegates also had an informal meeting with Sen. Ayotte, as well as a helpful presentation at the Concord-based Council on Fundraising on best practices in fundraising for community development.

Making a Difference: Stela Bucur, who heads an NGO aimed at cultivating democratic values among youth in the community of Bobeica, received a U.S. Embassy grant to implement her proposal to train high school volunteers in organizing and implementing a community development project. The volunteers recruited other students and held events at a local kindergarten, organized a “Volunteer Corner” in the local high school, and wrote a proposal to build a playground. Bucur reports that the idea for the project came during her Open World visit. “I was impressed by how actively engaged American youth are, how eager they are to become volunteers, and how creative they are in raising funds for various social causes,” she says. “I wanted to inspire Moldovan youth to be as active and responsible, to collaborate with the local public administration, and to involve entire communities in fund-raising activities.”

Constituent Outreach: Open World delegate Aliona Birna, who sits on the city council of Stefan Voda, Moldova, reports that she was especially inspired by seeing the open communication between local officials and citizens during her professional activities in Manchester and other New Hampshire cities. After returning from her U.S. visit, Birna decided to seek citizens’ input on community development. She did so by launching an initiative to survey local residents on their priorities for community projects. With the help of several volunteers, she has already identified three major problems that citizens want addressed: street litter, sewage pits, and a lack of public parking. Once the survey process is complete, Birna will put together a set of recommendations to present to City Hall and other public authorities.



Federal, regional, and local officials from Moldova meet with Concord Deputy City Manager Carlos Baia (at head of table) during their September exchange.

Kyrgyzstan – Toledo, Ohio – Accountable Governance

Delegation Facts

Hosting Dates: March 7–17
 Local Hosts: Great Lakes Consortium for International Training and Development
 WSOS Community Action Commission
 Grantee: World Services of La Crosse, Inc

Program Highlights: Local officials from rural Kyrgyzstan discussed Ohio agriculture and women in government with U.S. Rep. Marcy Kaptur and Ohio state Rep. Teresa Fedor, and reviewed Lucas County operations with County Commissioner Tina Skeldon Wozniak and County Administrator Peter Ujvagi. The host organization, the Great Lakes Consortium for International Training and Development, also arranged for the delegates to meet with their counterparts in Fremont, Perrysburg, and Bowling Green to learn about governance and economic development in these smaller communities. To experience “one-stop shopping,” the delegates toured the Wood County Job and Family Services center, which offers a range of government services under one roof. Another practice that greatly interested the delegates was Fremont’s community-wide strategic-planning process. The host organization also fulfilled a special request from the delegation to visit an agricultural business incubator. The WSOS Community Action Commission assisted with the exchange.

Transparency in Government: During her Open World visit, local lawmaker Jyldyz Ysmanova compared notes on governing with several of her Ohio counterparts, including Bowling Green City Council Member Robert McOmber and former Maumee City Council President Barbara Dennis, as well as with state Rep. Teresa Fedor and U.S. Rep. Marcy Kaptur. These discussions inspired Ysmanova to propose that the Tuleiken District Council, on which she sits, hold field hearings in villages under its jurisdiction, in order to make council actions more transparent and accessible. Ysmanova’s colleagues on the council responded positively to the idea, and in fall 2012, one such hearing was held in the village of Uchar on the subject of land distribution. Ysmanova reports that local residents enthusiastically supported the new practice of holding field hearings; among the issues that they have raised at these sessions are school construction, road repair, and the lack of potable water. Ysmanova says that another benefit of the field hearings is that citizens now regard the council members as being more approachable.

Testimonial: The delegation members picked up many ideas, some of which do not require money or much time to implement, and we are hopeful that those simple ideas will be introduced to their own local governments to increase transparency (including issuing an annual report to the community with photos, and adding more information on their websites).

Elizabeth Balint
 Great Lakes Consortium for International
 Training and Development



The Kyrgyzstani delegates with their Toledo hosts at a welcome reception held at the Maumee Firehouse.

New Open World Program for Serbia

In 2012, the Center inaugurated a program for Serbia in cooperation with the Department of State and with financial support from USAID. Serbian delegates were hosted in 20 U.S. cities under the broad themes of rule of law, management of cultural institutions, and the importance of civic associations in a democracy.

Serbia – Kansas City, Kansas – Accountable Governance

Delegation Facts

Hosting Dates: February 15–25
 Local Host: International Visitors Council of Greater Kansas City
 Grantee: FHI 360

Program Highlights: Kansas City welcomed Serbian regional and local officials—including three from Vojvodina Province—for an exchange on intermunicipal cooperation on economic development. The bistate, 15-county Kansas City metropolitan area offered several relevant institutional models. One especially useful appointment was at the Kansas City Area Development Council. Vice President Jill McCarthy (second from right in photo) briefed the group on how her organization works to brand Kansas City as a single economic entity and to recruit businesses. The delegates also learned about the Greater Kansas City Chamber of Commerce’s advocacy and support services. Other highlights included visiting Hallmark Cards headquarters and meeting with an aide to Rep. Emanuel Cleaver. The International Visitors Council of Greater Kansas City hosted the exchange.

Making a Difference: Delegate Sead Bukvic and facilitator Milan Cupic reunited in June 2013 for a forum on youth with disabilities in higher education. Cupic was the organizer; Bukvic, who volunteers with an NGO serving people with disabilities, was a panelist. The event was held by the student counseling and career center within the University of Kragujevac School of Economics. Forum participants addressed problems with enforcement of laws on accessibility, and the lack of awareness about these laws and the federal and local services available for people with disabilities. Participants also highlighted organizations that work with students with disabilities and discussed the role of individuals and society in helping overcome obstacles to accessibility and inclusion.

Testimonial: The delegates admired the openness and positive cooperation between the various municipal partnerships in Greater Kansas City. They appreciated the affirmation of Jill McCarthy at the Kansas City Area Development Council to not work in competition between communities, but to recognize that if stimulus or economic development happens in one area, it is still good for the whole area. All areas working together make for a better community for all. This concept seemed to change the way the delegates interacted with each other so that they could work together back home. This affirmation continued throughout the program and the team became stronger as a result.

Barbara Dolci, retired
 International Visitors Council of Greater Kansas City



Serbian officials explore regional economic development at the Kansas City Area Development Council.

SOME OF 2012'S CONGRESSIONAL MEETINGS WITH OPEN WORLD DELEGATIONS



February 16 Ohio Sen. Sherrod Brown (front, on left) greets some of the participants in Open World's first Serbian exchange before they leave Washington, DC, for their Akron program. (Akron International Friendship)



February 21 Participants in Open World's first Serbian exchange meet with Kentucky Rep. John Yarmuth (center) while studying higher education issues in Louisville. (World Affairs Council of Kentucky and Southern Indiana)



April 26 Media professionals from Georgia meet on Capitol Hill with Tennessee Rep. John Duncan, Jr., (center) before leaving for Maryville, TN. (Blount County Sister City Organization)



April 26 Tennessee Sen. Lamar Alexander (far left) visits with the Georgian media delegation heading for his hometown of Maryville. (Blount County Sister City Organization)



March 1 Kazakhstani youth parliamentarians meet with Rep. Martha Roby (center) to discuss youth issues in her home state of Alabama. (Friendship Force of Montgomery)



March 11 Kyrgyzstani accountable governance delegates in Toledo join Ohio Rep. Marcy Kaptur (in blue) and Ohio state Rep. Teresa Fedor (third from right) for a roundtable. (Great Lakes Consortium for International Training and Development and WSOS Community Action Commission)



June 7 Virginia Rep. Jim Moran (far right) welcomes delegates from Ivano-Frankivsk, Ukraine, examining NGO development in their sister city of Arlington, VA. (Arlington Sister City Association)



June 21 Wisconsin Rep. Ron Kind (center) meets with Russian environmental educators headed for La Crosse, WI. (World Services of La Crosse, Inc.)



April 25 North Carolina Rep. David Price (second from left) confers with Uzbekistani parliamentarians and executive-branch officials who had been hosted in Raleigh, NC. (International Affairs Council)



April 25 American Samoa Del. Eni Faleomavaega (in blue shirt) visits in Washington, DC, with the Uzbekistani parliamentarians and executive-branch officials who had been hosted in Raleigh, NC, by the International Affairs Council.



October 24 Russian higher-education delegates join Pennsylvania Rep. Charlie Dent (third from left) in his Allentown district office for a lively Q&A session. (Northampton Community College)



November 30 Oklahoma Rep. Tom Cole (wearing tie) reviews the Oklahoma City program prepared for regional and local government officials from the Republic of Georgia. (Friendship Force of Oklahoma)

OPEN WORLD 2012 KICKOFF EVENTS

The new year got off to a busy start for the Center, which hosted four major events between January 30 and February 16. The events included two major annual meetings: one of the Board of Trustees and the other of the 2012 Open World grantees. In addition, the Center held its first Local Host Coordinator Open House and welcomed its first Serbian participants to the United States. Highlights from these events are featured below.

Executive Director John O’Keefe presented the 2012 Grantee of Merit Award to Supporters of Civil Society in Russia on January 31, during Open World’s annual National Grantee Meeting. Among the topics explored at the meeting were congressional participation in Open World exchanges and Open World’s identity as a legislative branch agency, prearrival communications, and tips for hosting young professionals under age 30.



Toby Gati (left) and Thomas Rhodenbaugh (right), of Supporters of Civil Society in Russia, accept the 2012 Open World Annual Grantee of Merit Award from Executive Director O’Keefe.

Mendy Nitsch (left), of the Maryland Sister States Program, with Open World Deputy Executive Director Jane Sargus at the open house for Open World local host coordinators held February 14.



Josephine Perini (left), of Rochester (NY) Global Connections, with Open World Program Manager Vera DeBuchanne.



Sondie Frus (center), of GlobalJax in Jacksonville, FL, with Executive Director O’Keefe (left) and Open World Program Manager Jeff Magnuson.

The Board of Trustees gathered on February 6 for its annual meeting, the first with Walter Scott, Jr., as chair. Scott praised founding chair Dr. James Billington, saying that his “erudition, common sense, and leadership have benefited Open World and our country.” On the agenda were the Center’s strategic plan for fiscal years 2012–2016 and the young professionals initiative.



Board Trustee Nebraska Sen. Ben Nelson (center), Board Chair Walter Scott, Jr., (right), and Executive Director O’Keefe before the board meeting.

Open World was excited to welcome its inaugural contingent of Serbian participants to the Library of Congress on February 16 for orientation. The group of 24 included civil society leaders, higher education specialists, and museum managers. Individual delegations were then hosted in Los Angeles, CA, Louisville, KY, Kansas City, MO, and Akron, OH.



Serbian museum managers visiting the Long Beach (CA) Museum of Art watch as Director of Collections Sue Ann Robinson (far right) shows how the museum keeps hard-copy records of its permanent collections.

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 2012 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.

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 2012, this support enabled Open World to host five Buryatian delegations.
- The **U.S. Agency for International Development** partially funded two Ukrainian telemedicine exchanges through an interagency agreement with the Center.
- The Moscow-based **Institute for Public Reforms**, a think tank providing governance expertise to governments at all levels, successfully nominated 110 participants and paid some domestic Russian travel related expenses.

The Center partnered with other organizations in 2012 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 **Kostroma Committee of the Sister Cities of Durham, NC**; the **Russian Presidential Academy of National Economy and Public Administration** and the **Law Library of Congress** (for Russian legal scholars); and the **Rumsfeld Foundation** (for Fellows from Central Asia and the Caucasus studying local governance).

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.

Cultural Leaders Program

Support for the Center's Cultural Leaders Program was provided through partnership and funding from the **National Endowment for the Arts**.

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 2012 activities of Open World's privately funded Alumni Program.
- **American Councils for International Education** managed the Alumni Program and tracked Open World results.

2012 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 2012:

Akron International Friendship*	Akron, OH
The Archangel Committee (Greater Portland - Russian Sister City Project)*	Portland, ME
Center for Safe Energy	Berkeley, CA
Council of International Programs USA	Cleveland, OH
FHI 360	Washington, DC
Friendship Force International	Atlanta, GA
Friendship Force of Greater Lansing, Michigan*	Lansing, MI
Georgia to Georgia Foundation, Inc.*	Marietta, GA
Graduate School USA	Washington, DC
International Affairs Council	Raleigh, NC
International Rule of Law Consortium	Colchester, VT
Iowa Sister States*	Des Moines, IA
Keystone Human Services International	Harrisburg, PA
Lincoln Center Theater*	New York, NY
Linkages of Rochester, Inc.*	Rochester, NY
Mississippi State University*	Mississippi State, MS
Oak Ridge Sister City Support Organization*	Oak Ridge, TN
Rotary Club of Oklahoma City*	Oklahoma City, OK
Rotary International	Evanston, IL
Sister Cities of Durham, Inc.*	Durham, NC
Supporters of Civil Society in Russia, Inc.	St. Louis, MO
Synetic Theater*	Arlington, VA
U.S.-Ukraine Foundation	Washington, DC
Vladimir-Canterbury Sister City Association*	Normal, IL
World Services of La Crosse, Inc	La Crosse, WI

*Specialized-delegation grant.

2012 LOCAL HOST ORGANIZATIONS

Open World would like to thank the following organizations and institutions for hosting our delegations in 2012:

Alabama

Birmingham Sister Cities Commission - Ukraine Committee
Friendship Force of Montgomery International Services Council of Alabama*

Arizona

Arizona Supreme Court
Greater Phoenix Chapter of People to People International*
Rotary Club of Kingman Route 66

Arkansas

Arkansas Council for International Visitors*

California

Center for Safe Energy
Greater Los Angeles Chapter of People to People International
International Visitors Council of Los Angeles*
Modesto Sister Cities International
Rotary Club of Manhattan Beach
Rotary Club of Santa Barbara
San Diego - Vladivostok Sister City Society
Sebastopol World Friends

Colorado

Boulder-Dushanbe Sister Cities
Colorado Springs Sister Cities International
Friendship Force of Denver*
Friendship Force of Northern Colorado
Rotary Club of Longmont
Rotary Club of Parker
Rotary Club of the Denver Tech Center
WorldDenver*

Connecticut

Connecticut/Pskov Rule of Law Partnership Committee
Rotary Club of New Haven
University of New Haven Henry C. Lee College of Criminal Justice and Forensic Sciences

District of Columbia

American University, Department of Performing Arts

Florida

Friendship Force of Greater Orlando
GlobalJax*
Manatee County Sheriff's Office
Miami Council for International Visitors
Rotary Club of Seminole County South
Sister City Program of Gainesville, Inc.
Tallahassee-Krasnodar Sister City Program
U.S. District Court for the Middle District of Florida

Georgia

Friendship Force of Greater Atlanta*
Georgia to Georgia Foundation, Inc.*

Hawaii

Kapi'olani Community College

Illinois

Chicago Sister Cities International
Citizen Bridges International
Council of International Programs Chicago*
Rotary Club of Chicago*
U.S. Court of Appeals for the Seventh Circuit
Vladimir/Canterbury Sister City Association of Bloomington-Normal
WorldChicago*

Indiana

Rotary Club of Lafayette
Vincennes Rotary Club

Iowa

Creating Great Places
Friendship Force of Cedar Rapids/Iowa City
Iowa Sister States*
U.S. District Court for the Southern District of Iowa

Kansas

Friendship Force of Kansas
International Visitors Council of Greater Kansas City
Rotary Club of West Wichita

Kentucky

Sister Cities of Louisville
World Affairs Council of Kentucky and Southern Indiana*

Louisiana

Louisiana Supreme Court
Turkmenistan Youth and Civic Values Foundation

Maine

American-Caucasus Work Group
Archangel Committee
Holocaust and Human Rights Center of Maine
Rotary Club of Brunswick Coastal
University of Maine at Augusta

Maryland

Maryland IROLC Steering Committee
Maryland Sister States Program
Rotary Club of Towsontowne
U.S. District Court for the District of Maryland*
World Trade Center Institute, International Visitors Program*

Massachusetts

Bristol Community College
Cairdes Foundation
International Center of Worcester*
Massachusetts IROLC Rule of Law Committee

Michigan

Colleagues International, Inc.*
Friendship Force of Greater Lansing
International Visitors Council of Metro Detroit*
Pittsfield Charter Township
Sister Cities of Flint
U.S. Attorney's Office for the Eastern District of Michigan

Minnesota

Minnesota Supreme Court
North Country Health Services
Rotary Club of White Bear Lake
U.S. District Court for the District of Minnesota

Mississippi

Mississippi State University, Department of Political Science and Public Administration and International Institute

Missouri

Friendship Force of Missouri - St. Louis
International Visitors Council of Greater Kansas City
Lincoln University of Missouri
Supporters of Civil Society in Russia, Inc.
World Affairs Council of St. Louis

Montana

WorldMontana* (formerly Montana Center for International Visitors)

Nebraska

Friendship Force of Lincoln
Heartland Family Service

Nevada

Northern Nevada International Center*
Rotary Club of Reno Central
Rotary Clubs of Southern Nevada
U.S. District Court for the District of Nevada

New Hampshire

World Affairs Council of New Hampshire*

New Jersey

Friendship Force of Southern New Jersey
New Brunswick Sister Cities Association, Inc.

New Mexico

Albuquerque/Ashgabat Sister Cities Committee
Albuquerque Council for International Visitors
Los Alamos - Sarov Sister Cities Initiative
Santa Fe Council on International Relations

New York

Albany-Tula Alliance
International Center of Syracuse*
International Institute of Buffalo*
Lincoln Center Theater
Linkages of Rochester, Inc.
Rochester International Council, Inc.* (now Rochester Global Connections, Inc.)
Rotary Club of Riverdale
U.S. Attorney's Office for the Western District of New York

North Carolina

Friendship Force of Central North Carolina
Friendship Force of Western North Carolina
International Affairs Council*
International House of Charlotte*
Kostroma Committee, Sister Cities of Durham*
Stafford Institute

North Dakota

Minot Area Council for International Visitors

Ohio

Akron International Friendship*
Cincinnati-Kharkiv Sister City Partnership*
Cleveland Council on World Affairs
Columbus International Program*
Council of International Programs USA*
Great Lakes Consortium for International Training and Development
International Visitors Council, Columbus*
WSOS Community Action Commission

Oklahoma

City of Enid
Friendship Force of Oklahoma
Oklahoma Supreme Court
Rotary Club of Oklahoma City
Tulsa Global Alliance*
U.S. District Court for the Western District of Oklahoma

Oregon

Roseburg Area Zonta Club
Umpqua Community College
World Affairs Council of Oregon

Pennsylvania

GlobalPittsburgh*
Keystone Human Services International
Northampton Community College
Ukrainian Cultural and Humanitarian Institute
U.S. Attorney's Office for the Eastern District of Pennsylvania
U.S. District Court for the Eastern District of Pennsylvania

South Carolina

East Spartanburg Rotary Club
Soonch
University of South Carolina Walker Institute for International and Area Studies

South Dakota

Dacotah Territory International Visitor Program
South Dakota World Affairs Council

Tennessee

Blount County Sister City Organization
Friendship Force of Knoxville
Friendship Force of Memphis
Oak Ridge Sister City Support Organization

Texas

Alamo Colleges
Center for Russian, East European and Eurasian Studies at the University of Texas at Austin
Center for Safe Energy-Austin*
Kilgore College Small Business Development Center
North Central Rotary Club of San Antonio
U.S. Attorney's Office for the Southern District of Texas
World Affairs Council of Dallas/Fort Worth*

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 - Ivano-Frankivsk Committee
Friendship Force of the National Capital Area
Norfolk Sister Cities Association, Inc.
Rotary Club of James City County
Rotary Club of Lynchburg
Synetic Theater
U.S. District Court for the Eastern District of Virginia*
Virginia Commonwealth University

Washington

Governor's Interagency Committee of State-Employed Women
U.S. District Court for the Western District of Washington
World Affairs Council of Seattle

West Virginia

Center for International Understanding, Inc.*

Wisconsin

Economic Development Corporation of Manitowoc County Foundation
Friendship Force of Greater Milwaukee
RUS Global Initiatives
Stevens Point-Rostov Veliky Sister City Project
University of Wisconsin Extension - Juneau County
World Services of La Crosse, Inc.

*This organization hosted two or more local Open World exchanges in 2012.

OPEN WORLD FINANCIAL INFORMATION

In fiscal year 2012, the Open World Leadership Center received \$10 million in appropriated funds, \$0 in interagency transfers, and \$475,200 in direct private donations. In calendar year 2012, the accumulated value of cost-sharing with the Open World community of grantees, local host organizations, and individual local hosts totaled \$2.6 million.

The Open World Leadership Center submitted a complete set of financial statements for fiscal year 2012 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 2012 audit, the Center has received seven consecutive clean opinions. The tables on this page (along with the accompanying notes on the next page) present the fiscal year 2012 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.

OPEN WORLD LEADERSHIP CENTER Statements of Net Costs For the Years Ended September 30, 2012 and 2011

	FY 2012	FY 2011
Net Costs by Program Area:		
Program Costs	\$ 11,318,226	\$ 11,832,049
Less Earned Revenue	0	167,768
Net Costs of Operations	<u>\$ 11,318,226</u>	<u>\$ 11,664,281</u>

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

OPEN WORLD LEADERSHIP CENTER Balance Sheets As of September 30, 2012 and 2011

	FY 2012	FY 2011
ASSETS		
Entity Assets:		
Intragovernmental Assets		
Fund Balance with Treasury (Note 2)	\$ 1,974,474	\$ 2,223,522
Investments (Note 3)	6,066,056	7,376,540
Accounts Receivable	0	14
Total Intragovernmental	8,040,530	9,600,076
Property and Equipment	227	680
Prepayments (Note 4)	359,082	116,222
Total Assets	<u>\$ 8,399,839</u>	<u>\$ 9,716,978</u>
LIABILITIES		
Intragovernmental Liabilities		
Accounts Payable and Accrued Funded Payroll Benefits	\$ 35,092	\$ 49,266
Advances from Others	37,159	58,095
Other Liabilities	(16,227)	0
Total Intragovernmental	55,947	107,361
Accounts Payable and Accrued Funded Payroll Benefits	1,251,717	2,011,231
Unfunded Annual and Compensatory Leave	55,965	46,954
Total Liabilities (Note 6)	<u>\$ 1,363,656</u>	<u>\$ 2,165,546</u>
NET POSITION		
Cumulative Results of Operations - Earmarked	7,036,183	7,551,432
Total Net Position	7,036,183	7,551,432
Total Liabilities and Net Position	<u>\$ 8,399,839</u>	<u>\$ 9,716,978</u>

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

Note 2. Fund Balance with Treasury

	2012	2011
OWLC Funds Originally from Appropriations	\$ 625,452	\$ 844,710
Gift Funds	1,349,022	1,378,812
Total	<u>\$ 1,974,474</u>	<u>\$ 2,223,522</u>

Status of Fund Balance with Treasury:

	2012	2011
Unobligated Balances - Available	\$ 0	\$ 0
Obligated Balances - Unavailable	1,974,474	2,223,522
Total	<u>\$ 1,974,474</u>	<u>\$ 2,223,522</u>

Note 3. Investments, net

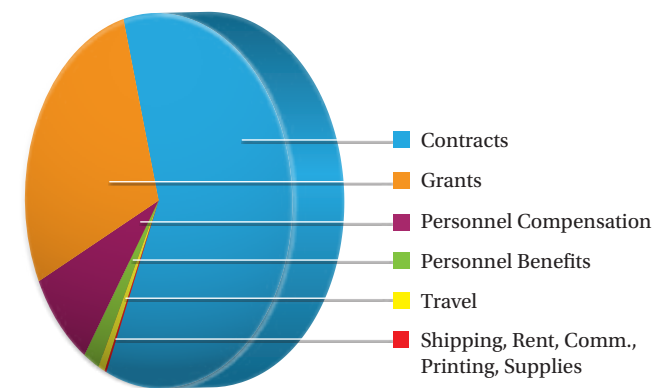
Funds that are not needed to finance current activities are invested in interest-bearing obligations of the United States. The Center has directed the Library to invest funds derived from contributions in Treasury securities. Due to the short-term nature of the investments, the cost of investments in conjunction with accrued interest approximates their fair market values. Investments outstanding were \$6,066,056 and \$7,376,540 for fiscal years 2012 and 2011. Average annual investment rates were 2.250% and 2.313% in fiscal years 2012 and 2011.

	2012	2011
Face Value	\$ 6,034,000	\$ 7,333,000
Interest Receivable	32,056	43,540
Investments, Net	<u>\$ 6,066,056</u>	<u>\$ 7,376,540</u>

Note 4: Prepayments

The Center awards grants to approximately 20 organizations with exchange-program expertise that are competitively selected for the purpose of hosting the foreign delegates. In fiscal years 2012 and 2011, \$359,080 and \$116,222 had been paid to but not yet used by these organizations to carry out their services.

DISTRIBUTION OF SELECT OBLIGATIONS CATEGORIES, FY2012



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 FY2012

Category	FY2012 Actual Obligations
Personnel Compensation	\$ 895,583
Personnel Benefits	224,896
Travel	69,730
Shipping, Rent, Comm., Printing, Supplies	21,509
Other Services/Contracts	6,674,589
Grants	3,074,023
TOTAL - FY2012 Obligations	\$10,960,332

Note: Administrative costs equal \$751,753 or 6.9 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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www.openworld.gov



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