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OPEN WORLD LEADERSHIP CENTER | As of December 31, 2017

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# TABLE OF CONTENTS

**OPEN WORLD LEADERSHIP CENTER | As of December 31, 2017**

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of Trustees</td>
<td>1</td>
</tr>
<tr>
<td>Letter from the Chairman</td>
<td>4</td>
</tr>
<tr>
<td>Letter from the Executive Director</td>
<td>5</td>
</tr>
<tr>
<td>Program History</td>
<td>6</td>
</tr>
<tr>
<td>2017 Statistics</td>
<td>7</td>
</tr>
<tr>
<td>Participating Countries</td>
<td>7</td>
</tr>
<tr>
<td>Staff</td>
<td>7</td>
</tr>
<tr>
<td>Introduction</td>
<td>8</td>
</tr>
</tbody>
</table>

## Program Highlights

**Members of Parliament**
- Serbia                                        | 9    |
- Tajikistan                                    | 10   |
- Kyrgyzstan                                    | 11   |
- Georgia (1 of 2)                              | 12   |
- Mongolia                                      | 13   |
- Kazakhstan                                    | 14   |
- Moldova                                       | 15   |
- Peru                                          | 16   |
- Ukraine (1 of 2)                              | 17   |
- Ukraine (2 of 2)                              | 18   |
- Uzbekistan                                    | 19   |
- Georgia (2 of 2)                              | 20   |

## Rule of Law
- Estonia                                       | 21   |
- Georgia                                       | 21   |
- Serbia                                        | 22   |
- Armenia                                       | 22   |

## Civic Leaders
- Senator Ben Nelson Fellows                    | 23   |
- Russia                                        | 24   |
- Russia                                        | 24   |
- Russia                                        | 25   |
- Kazakhstan                                    | 25   |
- Ukraine                                       | 26   |
- Kosovo                                        | 26   |
- Belarus                                       | 27   |
- Azerbaijan                                    | 27   |

## Additional Programs and Acknowledgements
- Open World Partners                           | 28   |
- Alumni Update                                 | 29   |
- Host Recognition Events                       | 33   |
- 2017 Grantees                                 | 34   |
- 2017 Local Host Organizations                | 35   |
- A Thank You to Local Hosts                   | 37   |
- Open World Financial Information              | 38   |
LETTER FROM THE CHAIRMAN

to The President of the Senate and The Speaker of the House of Representatives | October 1, 2018

Dear Mr. President and Mr. Speaker:

I am pleased to present to the Congress the Open World Leadership Center’s Annual Report for 2017.

It was an honor to chair the Board of Trustees for the Open World Leadership Center until February 2018. I believe strongly in this high-impact, well-managed, and cost-effective program which links our Congress with rising democratic legislators and political and civic leaders from strategically important countries around the world.

The Board of Trustees and Open World staff have worked very hard to raise awareness of this unique legislative branch agency that works solely for the United States Congress. The Board and I want you to better understand the tremendous resources that Open World offers including exciting ways to leverage your power of legislative diplomacy.

Open World administers the only international exchange program completely controlled by the Congress. In 1999, Congress authorized the Open World program, to be administered by the Center, as a result of discussions between Librarian of Congress (Emeritus) Dr. James H. Billington and members of Congress. The founders of the program were united in the belief that widespread, direct contact between American leaders and those of other nations would greatly benefit all involved. The Center has since expanded its reach to over twenty countries.

Without collective Congressional vision and leadership, the success of the Open World program could not have been realized.

Open World’s work in Russia, Ukraine and elsewhere is one of the very few viable programs that support the rising post-Soviet generation’s desire for rule of law, less corruption, and more accountability of elected officials. To date, over 27,000 emerging leaders have come to the United States from the countries of Eurasia to experience Open World. Under my leadership, the enhanced program will work with any emerging democracy that the Congress wishes to engage in a meaningful and long term manner.

I have great faith in this organization, and am humbled and thankful to have served both as a Trustee and as Chairman. Our new chair, Senator Ben Nelson, brings a wealth of experience with the program to his fellow Trustees. Under his leadership the Open World is sure to cement its role as a Congressional support agency. Mr. President, Mr. Speaker: I thank you for the opportunity to contribute to this unique and effective Legislative Branch agency. I hope that you and your colleagues continue to support Open World for years to come.

Sincerely,

Secretary R. James Nicholson
Chairman of the Board of Trustees
Dear Friends of Open World,

Welcome to the Open World Leadership Center’s 2017 annual report to Congress. It was a productive year; Open World hosted a total of 857 delegates from 18 countries in more than 120 host communities in all 50 states. In a climate of uncertainty in the international arena, Open World continues to serve as a resource of unvarnished information for Members of Congress and their constituencies throughout the United States.

Open World serves the U.S. Congress by bringing foreign legislators and other officials straight to the doorsteps of its Members and into the homes and communities of their constituents. American leaders and their communities their professional expertise and values, as well as demonstrate citizens’ roles in a vibrant democracy. One of the most efficient exchange programs in the U.S. government, and the only one in the Legislative Branch, we prioritize linking our dynamic, emerging leaders to Members of Congress and their staff, in order to support Congress’s oversight responsibilities.

Our three signature 10-day exchanges – Members of Parliament, Judicial Rule of Law, and Civic Programs – have resulted in the creation of a vital network of more than 27,000 emerging leaders that have had first-hand, peer-to-peer exposure to the United States. We are incredibly proud that Open World’s emerging leaders had intense, hands-on programs in communities throughout the United States, ensuring that the citizens of our country benefit from working with these remarkable delegations and meeting face-to-face with our elected leaders.

Open World’s local hosts and their communities go above and beyond to share American values and best practices with their delegations, most of who come from Russia, Ukraine, and other former Soviet states, with the goal of helping them move their countries toward a more accountable and transparent form of governance.

I hope you enjoy this report as much as we enjoyed revisiting and compiling this selection of Open World’s 2017 results. I look forward to hearing from you; our door is always open.

Sincerely,
John O’Keefe
Executive Director
**About Open World**

The Open World Leadership Center is a Legislative Branch agency established in May 1999 by Congress to support bipartisan outreach to over 15 countries through 10-day professional exchange programs targeting emerging Eurasian leaders.

Open World was created in response to a speech given by Former Librarian of Congress, Dr. James H. Billington to senior Members of Congress on the future of Russia. In 2000, Congress created a separate Legislative Branch entity, Open World Leadership Center, to manage an exchange program, which initially focused on Russia.

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

**Program Types**

Open World’s mission is to create and sustain relationships between Members of Congress and their counterparts from strategically important countries of the former Soviet Union. To accomplish this mission, Open World hosts emerging Eurasian leaders through three unique programs: **Members of Parliament**, **Rule of Law**, and **Civic Leaders**. Each program relates to significant themes facing each of Open World’s participating countries. Delegates are matched to each program based on their professional interests and needs.

Under Open World’s Strategic Plan for 2016-2020, a significant goal is to enhance the reach of Open World in strategically important countries. Open World, with its unique and effective exchange model, began supporting programs initiated by the **House Democracy Partnerships (HDP)** to continue thematic programming for Members of Parliament, Rule of Law, and Civic professionals in emerging democracies outside of Eurasia. In 2017, Open World hosted delegates from HDP countries including Georgia, Kosovo, Kyrgyzstan, Mongolia, Peru, and Ukraine allowing them to see state legislatures up close.

**Life Cycle of an Open World Delegate**

The flow chart outlines a delegate’s nomination process, pre-departure orientation in their home country, Washington, D.C. orientation, professional programming and homestay, and joining an alumni network after their Open World experience.

In 2017, Open World conducted exchanges across the United States for leaders from Armenia, Azerbaijan, Belarus, Estonia, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Moldova, Mongolia, Peru, Russia, Serbia, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan.
2017 STATISTICS

Open World has brought over 27,000 current and future leaders of Armenia, Azerbaijan, Belarus, Estonia, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Moldova, Mongolia, Peru, Russia, Serbia, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan to the United States since 1999.

The average age of Open World delegates is 37.

Women constitute 51 percent of Open World delegates.

In 2017, Open World hosted 858 participants from 18 different countries.

Open World also hosted 5 leaders from Afghanistan under a special agreement and cost share with the Rumsfeld Foundation.

In 2017, Open World’s participants traveled to all 50 U.S. states. Since the program’s inception, more than 8,000 American volunteer families in over 2,100 communities in all 50 states have hosted Open World alumni.

PARTICIPATING COUNTRIES

<table>
<thead>
<tr>
<th>Armenia</th>
<th>Mongolia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Azerbaijan</td>
<td>Peru</td>
</tr>
<tr>
<td>Belarus</td>
<td>Russia</td>
</tr>
<tr>
<td>Estonia</td>
<td>Serbia</td>
</tr>
<tr>
<td>Georgia</td>
<td>Tajikistan</td>
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<tr>
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<td>Turkmenistan</td>
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<td>Uzbekistan</td>
</tr>
<tr>
<td>Moldova</td>
<td></td>
</tr>
</tbody>
</table>

STAFF

as of December 31, 2017

Executive Director: Ambassador John O’Keefe (Ret.)
Deputy Executive Director: Jane Sargus
Program Managers: Lewis Madanick and Matt Tucker
Congressional Relations Specialist: Maura Shelden
Public Affairs Specialist: Yasmine Evans
Program Management Assistants: Alexa King and Sean Kelly
Country Director for the Russian Federation: Alexander Khilkov
The Open World Leadership Center is a Legislative Branch agency that supports a 10-day professional exchange program for emerging leaders in Eurasia. Through each exchange program, Open World actively furthers ideals of bipartisan, participatory democracy held by the U.S. Congress in an increasingly uncertain Eurasian region. The non-partisan nature of Open World reinforces a separation of powers that remains critical to Congress’s foreign policy oversight in the Legislative Branch.

Open World’s programs for Members of Parliament, Rule of Law, and Civic Leaders engages both Congress and the greater American public. Since 1999, more than 2,100 communities welcomed an Open World delegate into their home and increased the awareness of global issues in their congressional constituencies. As a result, our delegates’ peer-to-peer interactions on timely topics foster a lasting impact. In 2017, Open World introduced best media practices, countering false information, multilingualism, and access to public information as new programmatic themes for civic delegations. The formation of these themes are in response to Congress’s national and international efforts of promoting media literacy as a critical skill for the public to have in the 21st Century.

As a pillar of legislative diplomacy, Open World played a significant role in connecting Congress to their counterparts from Eurasia. This year, Open World brought 14 delegations of Members of Parliament that traveled to 12 states. Judges and legal professionals are also key practitioners of governance that traveled on Open World’s Rule of Law program. Delegates who participated in the Civic Leaders program covered a variety of new themes ranging from media literacy to Open World’s first e-governance program for medical professionals from Belarus (see page 27).

With over 27,000 alumni, Open World continues to influence the lives of the next generation of Eurasian leaders and witness how Open World alumni use their experience in the United States to effect change in their workplaces, communities, and countries. Key alumni updates include projects, partnerships, and professional advancements on page 29. Alumni also stay connected to their local hosts and collaborate on future projects after their exchange program. Every year, Open World honors local hosts and their commitment to Open World through host recognitions as seen on page 33.

Open World continues to connect rising Eurasian leaders, Congress, and the greater American public. Its programs are a platform to form authentic friendship and dialogue to address complex topics facing emerging democracies in the 21st Century.
In January two Serbian delegations traveled to America’s heartland, Columbus, OH and Chicago, IL, as part of a program designed to deepen their knowledge of accountable governance practices in the United States. The Columbus delegation began their stay with a welcome by Mayor Kim Maggard and a meeting with United States District Court Judge Edmund A. Sargus. Other highlights included a visit to the district office of Rep. Steve Stivers (OH-15), and meetings with State Representative Michael Curtin, Ohio Secretary of State Jon Husted, Deputy Assistant Secretary of State Matthew Damschroder, Ohio Inspector General Randall Meyer, Deputy Director of the Ohio Board of Elections David Payne, and Director of the Ohio Legislative Service Commission Mark Flanders. The MPs and their American peers discussed the importance of fair elections and how to prevent foreign influence in elections.

The Chicago delegation began their visit with a tour of the U.S. 7th District Court where they observed a session in progress followed by a discussion lead by Court Administrator Collins Fitzpatrick on the separation of power in the three branches of government. The MP group went to the State Capital building where they met with the Lt. Governor Evelyn Sanguinetti and State Senator Don Harmon and observed the Illinois State Senate in session. Topping off their visit to the trip to the Land of Lincoln, the group went to the Lincoln Home National Historic Site, where the delegation learned about our 16th President and the state he came from.


Members of the Supreme Assembly of the Republic of Tajikistan experienced unforgettable New England hospitality while observing accountable governance and local government in both Burlington and Montpelier. One of the many highlights of the week included a roundtable discussion with staff from the district offices of Senator Patrick Leahy, Senator Bernie Sanders, and Rep. Peter Welch. After a tour of the University of Vermont, delegates met with professors and students to discuss what accountability means to academia and young adults both in the United States and Tajikistan. The delegation went to Burlington City Hall to meet with Mayor Miro Weinberger and in Montpelier, the delegation toured and met with officials at the Vermont Supreme Court spending time with long-time Open World host, Vermont Supreme Court Associate Justice John Dooley. The delegation met with Tim Ashe, President Pro Tempore of the Vermont State Senate as well as Governor Phil Scott. Additionally, the group met with Speaker of the Vermont House of Representatives Mitzi Johnson and executive director of the Human Rights Commission Karen Richards. Finally, before leaving Burlington to return home to Tajikistan, the group completed the Ben & Jerry’s Factory Tour, because no trip to Vermont would be complete without that extra sweet experience.

Congressional Mentions (meetings on Capitol Hill): Senator Jeanne Shaheen (NH), Rep. Peter Roskam (IL-06), Rep. Peter Visclosky (IN-01). The delegation also met staff from the committees and offices of Rep. David Price (NC-04), Rep. Kevin Yoder (KS-03), Senator Jeff Merkley (OR), and Senator Christopher Coons (DE).
Members of Parliament from Kyrgyzstan visited their sister state, Montana, for a program on accountable governance. The MPs kicked off their Helena program with a tour of Carroll College where they met with faculty and students and received an overview of Montana politics from the Political Science Department. At Fort Harrison the MPs were greeted by Major General Matthew T. Quinn and General LTC Galen McAllister, Director of the State Partnership Program between Fort Harrison and the Kyrgyz Republic. The group was briefed on the joint training programs between the Armed Forces of the Kyrgyz Republic and the Montana National Guard. After touring Fort Harrison’s Montana Veterans Administrative Care System, the Kyrgyz MPs paid their respects at the Montana State Veterans Cemetery. In addition to observing state level government administration, the MPs delved into the details of what it means to have an accountable government, meeting with representatives at the MTTV and Helena Civic Television to discuss the importance of media in accountable governance. The MPs met with members of the State Senate and House of Representatives, including Lt. Governor Mike Cooney and State Rep. Mary Ann Dunwell. The delegation sat in on committee meetings, and were introduced to the executive director of the Legislative Services Division Susan Byorth Fox. Later, the group discussed issues related to tribal sovereignty and Native American history at the Montana Historical Society. The week-long program ended with a dinner with all host families and host coordinators.

Upon their arrival in Raleigh, the MPs from Georgia met Justice Paul Newby of the North Carolina Supreme Court to discuss role of the judiciary in government accountability. Next the group met with Judge Richard Dietz from the North Carolina Court of Appeals. A visit to the Wake County Board of Elections provided insight into the work that goes into the elections process in the United States. The Georgians met with Chuck Clay, Chairman of the Republican Party of Georgia, representatives from the Capitol of Georgia, and Major General Robert Shannon. A highlight of the visit was lunchtime discussion with Open World Trustee Rep. David Price (NC-04).

In March, the Open World program sent two Mongolian delegations to Reno, Nevada and Juneau, Alaska for hosting in accountable governance practices. In Reno, delegates met Washoe County Commissioner Kitty Jung and with staff at the local office of U.S. Senator Dean Heller. A highlight of the visit was time spent with U.S. Magistrate Judge Valerie Cooke, who discussed the naturalization process and invited the MPs to witness a naturalization ceremony. In Juneau, delegates met with Governor William Walker and Mayor Bryan Zak to discuss issues related to local municipalities.


BIRMINGHAM WELCOMES MEMBERS OF PARLIAMENT FROM KAZAKHSTAN

Highlights from the Members of Parliament Program

A Kazakh delegation of Members of Parliament traveled to Birmingham, AL to participate in a program on accountable governance. The group kicked things off with a meeting with State Representative Jack Williams and State Senator Linda Coleman-Madison. The delegation got a tour of the Birmingham City Hall, before they met with Scott Colson at the Mayor’s Office of Economic Development. Next, the group met with Mark Kelly, co-owner and publisher of *Weld: Birmingham’s Newspaper*, a local online newspaper. Kelly had a discussion with the delegation about local politics in Alabama. Delegates examined public research and data collection, a critical part of governance in the U.S., at the Public Affairs Research Council of Alabama. Next was a packed round table discussion, featuring State Senator J.T. Waggoner, attorney James Sturdivant, Mayor of Vestavia Hills Ashley Curry, City Council Member Kimberly Cook, and City Manager Jeff Downes. Following the meeting the delegates explored City Hall, the municipal court and the city jail. The group attended church at the 16th Street Baptist Church, the site of an anti-civil rights bombing in 1963. The visit led appropriately into a meeting at the Birmingham Civil Rights Institute to learn the history of the civil rights movement in the U.S. The delegation was introduced to staff of the office of Senator Richard Shelby. Will Sellers of the Republican National Association of Lawyers led a discussion with the delegation and numerous lobbyists, representing an array of policy issue and positions, so the delegates could gain a better understanding of private sector interaction with local, state and national governments. The meeting was also attended by State Representatives Matt Ball, Arnold Mooney, and Jack Williams. The delegates met Judge Roy Moore, Chief Justice of the Alabama Supreme Court. The group had the opportunity to tour the State Capital campus, and sat in on a session of the Alabama State Senate. The delegation’s final meeting was with Alabama Speaker of the House Mac McCutcheon and State Representative Jack Williams, who discussed the creation of laws in Alabama. Before returning to Kazakhstan, the delegation witnessed a session of the Alabama House of Representatives. The group was invited on to the floor of the house, where they formally met Speaker McCutcheon, and were awarded Alabama state pins.

Travel Date: April 3, 2017
Location: Birmingham, AL
Theme: Accountable Governance
Subtheme: Members of Parliament
Grantee and Local Host: Friendship Force International and Friendship Force of Birmingham

Congressional mentions (meetings on Capitol Hill):

Kazakh MPs attend a Constituent Coffee given by Illinois Senators Dick Durbin and Tammy Duckworth. (April 2017)
A Moldovan delegation of Members of Parliament visited North Carolina, Moldova’s sister-state. Delegates met with the North Carolina Secretary of State Elaine Marshall and some of them members of her staff. The group was introduced to Justice Paul Newby of the NC Supreme Court, before going to a meeting where they met with U.S. Representative David Price. They spent most of the next day with State Representative Grier Martin, to gain insight about the daily routine of a legislator in the U.S. The Moldovan MPs were excited to learn about the North Carolina National Guard State Partnership Program with Moldova while meeting with representatives from the NC National Guard.

Congressional mentions (meetings on Capitol Hill): Rep. David Price (NC-04), and the staff of Senator Chris Coons (DE), Senator Marco Rubio (FL), Senator Ron Johnson (WI), and Senator Jeff Merkley (OR).

Travel Date: May 15, 2017
Location: Raleigh, NC
Theme: Accountable Governance
Subtheme: Members of Parliament
Grantee and Local Host: International Focus
In 2017 Open World welcomed its first delegation from the Congress of the Republic of Peru. In partnership with the House Democracy Partnership (HDP), the delegation traveled to Austin, TX for a program on accountable governance. The exchange started with a tour of the City Hall of Austin, and a meeting with Council Member Jimmy Flannigan. Additionally, delegates visited the Office of the Texas Secretary of State, the Lyndon B. Johnson Presidential Library, and met with district office staff of Rep. Michael McCaul (TX-10).


Travel Date: July 11, 2017
Location: Austin, TX
Theme: Accountable Governance
Subtheme: Members of Parliament
Grantee and Local Host: Friendship Force International and Friendship Force of Austin

A delegation of Members of Parliament from Ukraine traveled to Chicago, IL for a program on accountable governance. Delegates met with State Representative David Harris and State Senator John Cullerton. To more deeply explore their interest in constituent services, the MPs met with staff of Rep. Darin LaHood and Rep. Rodney Davis. Their final meeting was with Collins Fitzpatrick, Circuit Executive for the U.S. Court of Appeals for the Seventh Circuit.

Members of Parliament from Ukraine visited Lawrence and Overland Park for a program on accountable governance. The delegation met with Mark Skoglund, executive director of the Kansas Government Ethics Commission to discuss governmental ethics. Delegates met staff at the district office of Rep. Kevin Yoder (KS-03). Before a visit to the Truman Presidential Library the delegation met with representatives from the ACLU of Kansas for a conversation on the relationship between civil rights and ethical governance.

A delegation of elected officials from Uzbekistan were hosted in Jackson in early November. There they observed best practices in accountable governance alongside their American peers. The group visited the State Legislature where they met with State Senator Hillman Frazier as well as the offices of Rep. Bennie G. Thompson (MS-02). The group dropped in on the district office for Open World Trustee Senator Roger Wicker and also met with Tyrone Hendrix, President of the Mississippi Association of Educators. At the Hinds County Chancery Court, the delegation met with Judge Denise Owens.

In an effort to bolster their understanding of accountable governance in the U.S., Georgian parliamentarians spent time in Atlanta meeting with their American counterparts. They visited with professors at the University of Georgia to discuss public administration, public affairs, policy making and international affairs. The delegation was also introduced to former Georgia State Senator Chuck Clay, who discussed politics and policy formulation in Georgia with the officials. The group met Major General Robert Shannon, who briefed the group on U.S. military cybersecurity. The group also explored the operation of the local governments and were introduced to former State Representative Matt Towery, now the Chairmen of the Government and Public Policy Practice at the Hall Booth Smith, P.C.

Congressional mentions (meetings on Capitol Hill):
ESTONIAN JUDICIAL DELEGATION OBSERVES RULE OF LAW IN JACKSON

Highlights from the Rule of Law Program

A delegation of Estonian judges traveled to Jackson, MS for a Rule of Law program. Prior to their arrival in Jackson, delegates attended an orientation at the Administrative Office of the U.S. Courts in Washington, D.C. where they were briefed on the policy-making and organizational structure of the federal judiciary by Chief United States District Judge Samuel M. Hicks.

In Jackson, the delegates met with representatives of the Magnolia Bar Association, members of the Jackson Young Lawyers Association, and judges from the United States Court of Appeals for the Fifth Circuit: Senior U.S. Circuit Judge E. Grady Jolly, Senior U.S. Circuit Judge Rhesa H. Barksdale, and U.S. Circuit Judge Leslie H. Southwick. The judges met with delegates privately and helped facilitate additional meetings with district, magistrate, and bankruptcy judges.

THE SOoner STATE HOSTS GEORGIAN JUDICIAL DELEGATION


While the group was in Oklahoma City, Open World hosted a host recognition ceremony for local participants. Attending the ceremony was Senator James Lankford (OK), who spent a generous amount of time talking with the Georgians about legal issues.

The judges also met with Judge Robert E. Bacharach, Chief Judge Sarah A. Hall, and Special Judge Lisa K. Hammond. Delegates attended a court proceeding presided by Judge Vicki Miles-LaGrange and had dinner with Judge Richard C. Ogden.

In Baton Rouge, delegates visited the Baton Rouge Bar Association for a presentation on domestic violence. Delegates also visited the governor’s office and state legislature where they were met by State Senator Rick Ward and Lieutenant Governor Jay Dardenne. Delegates met with district attorney Hillar C. Moore and Chief Judge William Morvant.

NORFOLK WELCOMES ARMENIANS TO THE COMMONWEALTH OF VIRGINIA

An Armenian delegation visited Norfolk, VA for a program on Rule of Law. Prior to their arrival in Norfolk, delegates attended an orientation at the Administrative Office of the U.S. Courts in Washington, D.C. While in Washington, delegates paid a call on the office of Senator Tim Kaine (VA) where they met with foreign policy staff to go over common issues in Virginia and Armenia.

In Norfolk, delegates visited the U.S. District Court for Eastern Virginia presided by Senior Judge Henry C. Morgan. Delegates accompanied Judge Morgan to a roundtable discussion with the U.S. Attorney’s Office and Federal Public Defenders Office of eastern Virginia. Delegates also met with former U.S. Congressman, Dr. William Whitehurst during the round table event.

During their stay in Virginia, delegates visited the College of William and Mary Law School and Colonial Williamsburg.
Open World welcomed its fifth delegation of Senator Ben Nelson Fellows, six medical researchers from Russia, in June. Delegates looked into treatment options and vaccines for those infected by Zika and other insect borne viruses, first in Washington, D.C. and then at the University of Nebraska Medical Center in Omaha. In Washington, delegates met Dr. Ranjan Gupta, Ph.D., Regional Officer for South Asia & Eurasia, Office of Global Research (OGR) at the National Institute of Allergy and Infectious Diseases (NIAID) at the National Institute of Health (NIH), followed by a meeting with Rep. David Young (IA-03).

In Omaha, the Russian researchers attended a welcome luncheon at the Omaha Country Club hosted by Open World’s former Trustee Michael Yanney, with special guests, Senator and Mrs. Nelson. Also in attendance were Walter Scott, Jr., Open World Chairman Emeritus, and Open World’s Deputy Executive Director Jane Sargus. In addition to the intensive work at the University of Nebraska Medical Center (UNMC), Mr. Yanney and Mr. Scott arranged a concert at Council Bluffs County Club, and a private tour with of the research facilities of Omaha’s Henry Doorly Zoo and Aquarium where they had extensive consultations with their research counterparts. We thank Senator Nelson, Mr. Yanney, and Mr. Scott for their support of the Open World program.
In April, a delegation of Russian academics visited Washington, D.C. to explore how think tank and research institutions function in the United States. The delegation included experts on the Middle East and international affairs. The Russians attended a three part seminar on Syria and the challenge it posed for policy makers in terms of whether a use of hard or soft power would yield better results. The delegation also met with American foreign policy experts, such as Mary-Jane Deeb, Chief, African and Middle Eastern Division at the Library of Congress. The delegation also met with the offices of Senator Chris Murphy (CT), Senator Jeff Flake (AZ), Senator Tim Kaine (VA), Senator Cory Booker (NJ), and Rep. Brian Fitzpatrick (PA-08).

RUSSIAN DELEGATION DEVELOPS INCLUSIVITY IN STEM IN SPOKANE
A Russian delegation of women leaders visited Spokane as part of a program on women in the STEM field. Prior to their arrival in Spokane, delegates attended an orientation on Capitol Hill during which they met with the office of Senator Patty Murray (WA).

In Spokane, delegates visited the Spokane Community College complex and met with representatives from SCC Allied Health. The Russian delegation attended numerous seminars, including one on engaging underrepresented youth in STEM. Delegates visited a panel on Women in STEM which was presided over by Alisha Benson. The Russian civic leaders were further received by the Eastern Washington Director for Senator Patty Murray (WA).
Highlights from the Civic Leaders Program

RUSSIAN DELEGATES LEARN BEST PRACTICES IN LOGGING IN BURLINGTON

In May, a delegation of Russian forestry and environmental professionals visited Burlington as part of a program on the prevention of illegal logging. Prior to their arrival in Vermont, delegates attended orientation in Washington D.C. where they attended a general overview of the United States Forest Service as well as a lecture on what keeps the United States united. In Burlington, delegates met with the office of Senator Patrick Leahy (VT), visited the Plant and Soil Science at the University of Vermont, and were received by the Department of Forests, Parks, and Recreation.

KAZAKH CIVIC LEADERS VISIT MONTANA’S NATIONAL PARKS

In May, a Kazakh delegation traveled to Helena as part of a civic program on National Parks. Prior to their arrival in Montana, delegates attended orientation in Washington D.C. where they met with the offices of Senator Jon Tester (MT) and Senator Steve Daines (MT). In Helena, delegates visited Yellowstone National park, met with representatives from the Department of Parks and Recreation, and visited the Montana Office of Tourism and Business Development.

Travel Date: May 18, 2017
Location: Burlington, VT
Theme/Subtheme: Accountable Governance/Prevention of Illegal Logging/DNA Analysis
Grantee: FHI360
Local Host: Vermont Council on World Affairs

Travel Date: May 18, 2017
Location: Helena, MT
Theme/Subtheme: Accountable Governance/National Parks & Parks and Recreation
Grantee and Local Host: FHI360 and WorldMontana

A Russian logging expert with a member of the Forest Service near Burlington. (May 2017)
Internally Displaced Persons (IDPs) service providers from Ukraine traveled to Akron as part of a civic program IDP issues. Prior to their arrival in Akron, delegates attended orientation on Capitol Hill that covered American Federalism and Rule of Law in the United States. In Washington, the group met with Rep. Tim Ryan (OH-13).

In Akron, delegates attended the city’s “Welcoming America Initiative,” received an overview of the city’s Refugee Response program, and attended a seminar on legal issues facing refugees and immigrants. The Ukrainians were received by the city council and attended a “Girl Scouts Go Global” event.

**KOSOVAR EDUCATORS IMPLEMENT STRATEGIES FOR IMPROVING HIGHER EDUCATION**

Educators from Kosovo traveled to Dobbs Ferry to formulate policies for an improved higher education system in their country. In Dobbs Ferry, delegates visited New York University and attended a seminar on higher education in America. The Kosovars met with State Senator Neil D. Breslin (District 44) who serves on the state committee on higher education. On their final day in New York, delegates met with Mercy College administration officials for an open discussion on improving efficacy in higher education. Delegates were pleased to meet with Rep. Eliot Engel (NY-16), ranking member of the House Foreign Affairs Committee, in his district office.
Highlights from the Civic Leaders Program

DELEGATES FROM BELARUS OBSERVE BEST PRACTICES IN REHABILITATION AND OPHTHALMOLOGY

In May, a Belarusian delegation of medical researchers visited Salt Lake City as part of a program on rehabilitation and ophthalmology. Prior to their arrival in Utah, delegates attended orientation on Capitol Hill that covered American Federalism, Rule of Law in the United States, and best health policy practices in the United States. In Salt Lake, delegates were received by the Utah State Health Department where they learned more about American health care practices. The group was then split into two, with one group attending a tour of Moran Eye Center, and the other meeting with specialists at the Utah Center for Assistive Technology. The delegation also met with Joel Coleman, superintendent of the Utah School for the Deaf and Blind.

AZERI NONPROFIT LEADERS OBSERVE STRATEGIES FOR COMBATTING DOMESTIC VIOLENCE

Nonprofit professionals from Azerbaijan traveled to Lenexa to compare and apply new strategies for combating domestic violence and legal reform. Prior to their arrival in Lenexa, delegates attended an orientation in Washington, D.C. that covered American Federalism and Rule of Law in the United States.

In Lenexa, delegates met with staff for Rep. Kevin Yoder (KS-03) and visited the Lenexa Police Department to meet Major David Brown, Commander of the Investigations and Support Divisions. During the meeting, the group reviewed the role of law enforcement in domestic disputes. Delegates also met Johnson County District Attorney Steve Howe and spent the entire day at the Kansas Attorney General’s Office. At the Attorney General’s Office, delegates met leaders from the Victim Services Division, Family Peace Initiative, and the Human Trafficking Advisory Board.
Open World Leadership Center would like to acknowledge the agencies, organizations, and individuals that helped us carry out program operations and specialized programming in 2017 and so generously supported our alumni program.

**GENERAL PROGRAM SUPPORT**

*American Councils for International Education*, non-profit 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 pre-departure and alumni activities; and served as the Center’s liaisons with governmental and nongovernmental entities.

*U.S. Embassy* staff in Armenia, Azerbaijan, Georgia, Kazakhstan, Kosovo, Moldova, Mongolia, Serbia, Tajikistan, Turkmenistan, and Uzbekistan also managed delegate selection and travel and accompanied delegations as facilitators.

*Library of Congress* provided financial management services, administrative support, and office and event space via an interagency agreement.

**PROGRAMMING**

*U.S. Department of State* and the *U.S. Agency for International Development* (USAID) provided $51,000 for Serbia.

Open World partnered with other organizations in 2017 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 *American Bar Association/Rule of Law Initiative*, *Moscow School of Political Studies*, *Judicial General Council of Mongolia*, *Supreme Court and the Office of the Prosecutor of Estonia*, and the *Rumsfeld Foundation* (for Fellows from Central Asia and the Caucasus studying local governance).

**RULE OF LAW PROGRAM**

*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.
Projects – An Open World delegate returns home and implements an idea inspired by the Open World experience.

Museum Professionals

TBILISI, GEORGIA - On May 31, the Open World Leadership Center welcomed a delegation of five museum professionals from Georgia for a 10-day professional program.

After an orientation in Washington, D.C. delegates were hosted by the World Trade Center Institute in Baltimore, MD from June 3-11. This professional program was designed in partnership with the U.S. Embassy in Georgia, Open World Leadership Center, Interpretive Programs Office at the Library of Congress, and the World Trade Center Institute.

During their program, delegates prepared for their first photography exhibition on the work of Edwards S. Curtis, an American photographer and ethnologist who focused on the indigenous communities of the American West in the late 19th to early 20th centuries. In Washington, D.C. delegates worked with the Interpretive Programs Office at the Library of Congress and later departed for Baltimore to meet museum professionals. Delegates also gained insight into museum management, marketing, and how to execute high profile exhibits.

Upon their return home, the Georgian curators designed their Edwards S. Curtis exhibits at the Georgian National Museum, the State Silk Museum, and the Georgian State Museum of Theatre, Music, Cinema and Choreography (Art Palace) in Tbilisi. The three exhibits opened in late September and the photography was on display into early 2018.
Vladimir Mikhaylov, Psychologist

In October 2016, Vladimir Mikhaylov, a psychologist with the Moscow Psychological Support Service participated in an Open World program in Longmont, CO. During his program, Mikhaylov visited the Children’s Hospital Colorado Burn Program and establish good contacts with the Open World regional professional hosts - administrators, doctors and staff of Longmont’s Children’s Hospital Colorado Burn Program. In the fall of 2017, a team from Colorado, including doctors, nurses and organizers of the summer burn camp, paid a reciprocal visit to Dr. Mikhaylov’s place of work, the Children’s Hospital # 9, at their own initiative. They were impressed with their Russian colleagues’ hospitality, dedication, the level of professionalism and the hospital overall and offered to host a group of five burned children accompanied by two psychologists from Russia in Colorado for a 2018 summer rehabilitation camp for burned children and cover all the expenses associated with the visit. Five Russian children 13-16 years of age from disadvantaged families accompanied by two psychologists visited Colorado for 12 days in August of 2018 and participated in a burn camp. As part of their stay, they were very warmly received by Colorado firefighters. Overall, they enjoyed the camp immensely. Future joint plans include hosting American children in a Russian summer burn camp probably in summer of 2019 and there are plans to send another group of Russian children to another burn camp in Colorado next winter.
OPEN WORLD ALUMNI RESULTS AND UPDATES

Professional Advancement – Alumni are promoted or experience other career enhancements after their Open World visit.

Solomiia Bobrovska

KYIV, UKRAINE - When the Acting Governor of Odesa stepped down, his position was filled by Deputy Governor, Solomiia Bobrovska. At 26, Bobrovska became the youngest acting governor in Ukrainian history. The Euromaidan revolution was a defining moment in Bobrovska’s career; she became involved with activist organizations which sought to capture the spirit of reform in Ukraine. After the revolution, she began work as an assistant to the deputy Prime Minister but became disillusioned with his supposed commitments to reform. As of 2017, Bobrovska has returned to her activist roots, stating that her ultimate goal was “to do good for my country.” Bobrovska completed her Open World program in 2012 in Little Rock, AR.

Nataliya Boyko

KYIV, UKRAINE - At 28, Nataliya Boyko was appointed deputy energy and coal industry minister. Prior to her appointment, Boyko had already served on the National Reforms Council and as an adviser to the Presidential Administration. Boyko began her career following her graduation from Humboldt University of Berlin. She was hired by the Kyiv office of Royal Dutch Shell arriving home on the third day of the Euromaidan revolution. At the time she felt alienated from her country, lamenting that she did “not understand the rules Ukraine lived by.” However, the escalation of the revolution fundamentally changed her outlook; she felt that she “understood that the country was fighting for something important.” In 2017, after years of hard work, Boyko was appointed deputy energy minister. She completed her Open World program in 2016 in Los Angeles, CA.
Parviz Odinaev

DUSHANBE, TAJIKISTAN - In October 2017, Parviz Odinaev competed in the World Powerlifting Championship held in Moscow, Russia winning a gold medal and becoming the World Champion. After his win, Parviz was promoted from being a personal trainer to senior coach/advisor for the Tajik National Paralympic Team. During his Open World experience, he learned how sport programs can positively impact at risk youth. In his new role, he motivates his athletes as a senior coach/advisor every day. Parviz completed his Open World program in 2016 in Charlotte, NC.
2017 HOST RECOGNITION EVENTS

In 2017, the Open World Leadership Center held five host recognition events to acknowledge our local hosts. Local hosts play an integral role in supporting the mission of Open World and creating experiences for our delegates in all of regions of the United States. Responsibilities of a local host include creating professional programming in their community and providing home hosting to our delegates.

Throughout 2017, Ambassador John O’Keefe conducted host recognitions with organizations in the following cities:

**January**
International Visitors Council, Inc.
Columbus, OH

**February**
Friendship Force of Sacramento
Sacramento, CA

**September**
US-Ukraine Foundation
Silver Spring, MD

**October**
Rotary Club of Oklahoma City
Oklahoma City, OK

University of Kansas, Center for Russian, Eastern European and Eurasian Studies
Overland Park and Lawrence, KS

The Georgian judicial delegation poses with Senator James Lankford (OK) (center), Ambassador O’Keefe (3rd right), Magistrate Judge Suzanne Mitchell (back of center) and Ellen Fleming (2nd right) President of the Rotary Club of Oklahoma in Oklahoma City, OK on October 27, 2017.

Ukrainian Members of Parliament with Open World’s Ambassador O’Keefe (5th right) and representatives from FHI360 in Lawrence, KS on October 29, 2017.
2017 OPEN WORLD GRANTEES

The Archangel Committee (Greater Portland-Russian Sister City Project)
Portland, ME

Cambridge-Yerevan Sister City Association, Inc.
Cambridge, MA

Council of International Programs USA
Chagrin Falls, OH

FHI 360
Washington, D.C.

Friendship Force International
Atlanta, GA

International Focus
Raleigh, NC

International House Charlotte
Charlotte, NC

Maryland Sister State Committee of Sister States of Maryland, Inc.
Annapolis, MD

Rotary International
Evanston, IL

Rotary Club of Oklahoma City, Club 29
Oklahoma City, OK

Supporters of Civil Society in Russia
St. Louis, MO

US-Ukraine Foundation
Washington, D.C.

World Services of La Crosse, Inc.
La Crosse, WI
Open World would like to thank the following organizations, institutions, and judges for hosting our delegations in 2017:

**Alabama**
- Birmingham Sister Cities Commission
- Friendship Force of Birmingham
- Global Ties Alabama

**Alaska**
- Juneau Rotary Clubs

**Arizona**
- Empower International

**Arkansas**
- Global Ties Arkansas

**California**
- County of Santa Clara/Moscow Sister City/County Commission
- Friendship Force of Sacramento
- International Visitors Council of Los Angeles
- Modesto Sister Cities
- Rotary Club of Redding
- Santa Barbara Cinco de Mayo Festival
- Santa Cruz Sister Cities Support
- San Diego Vladivostok Sister City Society
- Sebastopol World Friends

**Colorado**
- Boulder-Dushanbe Sister Cities
- Rotary Club of Longmont
- Rotary Club of Parker
- Westminster 7:10 Rotary Club

**Connecticut**
- Friendship Force of Connecticut

**District of Columbia**
- American Councils for International Education

**Florida**
- Global Jax
- Gulf Coast Citizen Diplomacy Council
- Sister City Program of Gainesville, Inc.

**Georgia**
- Friendship Force of Big Canoe/ North Georgia
- Friendship Force of Greater Atlanta

**Hawaii**
- University of Hawaii

**Illinois**
- Chicago Sister Cities International
- CIP Chicago
- International Cultural Educational Association
- Rotary Club of Carbondale – Breakfast
- Supporters of Civil Society in Russia
- World Chicago

**Iowa**
- Council Bluffs Sister City Association
- Dubuque Chamber of Commerce
- Friendship Force of Cedar Rapids-Iowa, City
- Friendship Force of Central Iowa
- Organization Promoting Everlasting Neighbors (OPEN)
- Iowa Sister States

**Indiana**
- Bedford Rotary Club

**Kansas**
- Friendship Force of Kansas
- Hutchinson Rotary Club, District 5690
- Rotary Club of Lenexa

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

**Louisiana**
- Friendship Force of Baton Rouge and Senior District Judge James Brady
- Rotary Club of Metairie
- Shreveport Bar Association and Judge S. Maurice Hicks

**Maine**
- Greater Portland Russian Sister City Project (The Archangel Committee)

**Maryland**
- Rotary Club of Parole Annapolis
- Maryland-Leningrad Sister State Committee
- World Trade Center Institute, International Visitors Program (Baltimore)

**Massachusetts**
- Cambridge-Yerevan Sister City Association
- International Center of Worcester

**Michigan**
- Colleagues International
- Global Ties Detroit
- Marquette Breakfast Rotary Club

**Minnesota**
- Friendship Force of Minnesota-Twin Cities
- Rotary Club of White Bear Lake
- Sanford Health of Northern Minnesota

**Mississippi**
- International Visitors Center of Jackson and Judge Leslie Southwick

**Missouri**
- Global Ties Kansas City
- Supporters of Civil Society in Russia

**Montana**
- Advisory Commission on International Relationships
- Friendship Force of Central Montana
- WorldMontana

**Nebraska**
- Friendship Force of Lincoln
- Heartland Family Services
2017 OPEN WORLD GRANTEEES

Nevada
Northern Nevada International Center

New Jersey
Rider University
Rotary Club of Atlantic City

New Mexico
Albuquerque/ Ashgabat Sister Cities Committee
Bridges to Tajikistan
Santa Fe Council on International Relations

New York
International Institute of Buffalo
International Center of the Capital Region
International Center of Syracuse
Mercy College
Rochester Global Connections

North Carolina
International House Charlotte
International Focus, Inc.
League of Women Voters of Henderson County

Ohio
Cincinnati-Kharkiv Sister City Partnership
CIPUSA
Friendship Force of Dayton
Global Ties Akron
International Visitors Council, Inc.

Oklahoma
Tulsa Global Alliance
Rotary Club of Oklahoma City and Magistrate Judge Suzanne Mitchell

Oregon
Corvallis Sister Cities Association-Uzhhorod Council
Umpqua Community College
World Affairs Council of Oregon and Judge Diarmuid O’Scaannlain

Pennsylvania
GlobalPittsburgh (Pittsburgh Council for International Visitors)
Northampton Community College

South Carolina
Palmetto Council for International Visitors

South Dakota
Dacotah Territory International Visitor Program
South Dakota World Affairs Council

Tennessee
Friendship Force of Knoxville
Sister City Support Organization of Blount County

Texas
Rotary Club of Fredericksburg, TX – Morning
Rotary Club of Hurst-Euless-Bedford
Kilgore College Small Business Information Center
University Area Rotary Club of Houston

Utah
Friendship Force of Utah
Tooele Sister City Committee

Vermont
Vermont Council on World Affairs

Virginia
Norfolk Sister Cities Association
US-Ukraine Foundation

Washington
Community Colleges of Spokane
Rotary Club of Columbia Center
Rotary Club of Wenatchee
World Affairs Council of Seattle

West Virginia
Center for International Understanding and Judge David Faber

Wisconsin
Fox Valley Technical College (FVTC)
Friendship Force of Wisconsin-Madison
Sparta Area School District
University of Wisconsin Extension Juneau County

Wyoming
Friendship Force of Cheyenne
A THANK YOU TO LOCAL HOSTS

Open World prides itself on giving its participants a full immersion experience into American culture. This would not be possible without the hospitality and support of our local hosts. Local hosts are challenged with welcoming delegates into their homes, communities, and places of work sharing a glimpse of American life. Open World has over 100 host organizations that span across all 50 states. Thank you to local hosts for all that you do!

Georgian entrepreneurs with their host families in Big Canoe, Georgia. Their theme was Entrepreneurship in Small, One-industry Towns. (March 2017)
In fiscal year 2017, the Open World Leadership Center received $5.6 million in appropriated funds and $51 thousand in interagency transfers. In calendar 2017, the accumulated value of cost-sharing with the Open World community of grantees, local host organizations, and individual local hosts totaled an estimated $2.0 million.

Open World Leadership Center submitted a complete set of financial statements for fiscal year 2017 to the independent public accounting firm of Kearney & Company for a full audit. Kearney & Company issued an unmodified (clean) audit opinion on the financial statements. With the 2017 audit, the Center has received eleven clean opinions since the first year of audits. The Financial Statements document (with notes) and Kearney & Company’s Independent Auditor’s Report are available in full on the Open World website at www.openworld.gov.

**STATEMENTS OF NET COSTS | For the Years Ended September 30, 2017 and 2016**

<table>
<thead>
<tr>
<th>FY2017</th>
<th>FY2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Costs</td>
<td>$ 7,668,895</td>
</tr>
<tr>
<td>Less earned Revenue</td>
<td>(51,000)</td>
</tr>
<tr>
<td>Net Costs of Operations</td>
<td>$ 7,617,895</td>
</tr>
</tbody>
</table>

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

**BALANCE SHEETS | As of September 30, 2017 and 2016**

<table>
<thead>
<tr>
<th>FY2017</th>
<th>FY2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets</td>
<td>$ 2,095,831</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>$ 505,397</td>
</tr>
<tr>
<td>Cumulative Results of Operations</td>
<td>$ 1,590,434</td>
</tr>
<tr>
<td>Total Net Position</td>
<td>1,590,434</td>
</tr>
<tr>
<td>Total Liabilities and Net Position</td>
<td>$ 2,095,831</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of these financial statements.
## NOTE 2 FUND BALANCE WITH TREASURY

<table>
<thead>
<tr>
<th></th>
<th>FY2017</th>
<th>FY2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>OWLC Funds Originally from Appropriations</td>
<td>$82,769</td>
<td>$647,612</td>
</tr>
<tr>
<td>Gift Funds</td>
<td>$24,607</td>
<td>$1,024,594</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$107,376</strong></td>
<td><strong>$1,672,206</strong></td>
</tr>
</tbody>
</table>

**Status of Fund Balance with Treasury:**

| Unobligated Balances - Available | $0       | $0       |
| Obligated Balances not yet Distributed | $107,376 | $1,672,206 |
| **Total**                        | **$107,376** | **$1,672,206** |

## 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 $1,945,680 and $2,251,200 for fiscal years 2017 and 2016. Average annual investment rates were 1.9% and 2.0% in fiscal years 2017 and 2016.

<table>
<thead>
<tr>
<th></th>
<th>FY2017</th>
<th>FY2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Face Value</td>
<td>$1,936,000</td>
<td>$2,240,000</td>
</tr>
<tr>
<td>Interest Receivable</td>
<td>$9,680</td>
<td>$11,200</td>
</tr>
<tr>
<td><strong>Investments, Net</strong></td>
<td><strong>$1,945,680</strong></td>
<td><strong>$2,251,200</strong></td>
</tr>
</tbody>
</table>

## NOTE 4 PREPAYMENTS

Open World awards grants to approximately 12-16 organizations with exchange-program expertise that are competitively selected for the purpose of hosting the foreign delegates. In fiscal years 2017 and 2016, $42,626 and $2,268 had been paid to but not yet used by these organizations to carry out their services.

## NOTE 5 OTHER ACCOUNTS RECEIVABLE

Other Accounts Receivable consisted of a payroll billing in the amount of $149 and $4,446 for fiscal years 2017 and 2016, respectively.

## NOTE 6 LIABILITIES COVERED AND NOT COVERED BY BUDGETARY RESOURCES

<table>
<thead>
<tr>
<th></th>
<th>FY 2017</th>
<th>FY 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities Covered By Budgetary Resources</td>
<td>$441,548</td>
<td>$404,994</td>
</tr>
<tr>
<td>Liabilities Not Covered By Budgetary Resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Intragovernmental</strong></td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>$63,849</td>
<td>$50,787</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$505,397</strong></td>
<td><strong>$455,781</strong></td>
</tr>
</tbody>
</table>

Liabilities covered by budgetary resources include accounts payable and accrued funded payroll and benefits. Liabilities not covered by budgetary resources include accrued unfunded annual leave and benefits.
DISTRIBUTION OF SELECT OBLIGATION CATEGORIES FY2017

NOTE: "Contracts" includes, but is not limited to, the cost 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 FY2017

<table>
<thead>
<tr>
<th>Category</th>
<th>FY2017 Actual Obligations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Compensation (all staff)</td>
<td>$1,051,465</td>
</tr>
<tr>
<td>Administration Supplies &amp; Services</td>
<td>50,341</td>
</tr>
<tr>
<td>Other Sevices &amp; Contracts</td>
<td>3,327,412</td>
</tr>
<tr>
<td>Grants</td>
<td>2,092,777</td>
</tr>
<tr>
<td><strong>Total - FY 2017 Obligations</strong></td>
<td><strong>$6,521,995</strong></td>
</tr>
</tbody>
</table>

NOTE: Administrative costs equal 7.06 percent of total appropriated obligations. The Open World Leadership Center uses trust fund revenue, prior year recovered funds, and cost reduction measures to maintain programming at previous years’ levels.