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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 2011. Through the Center’s Open World program, Congress has linked some 18,000 emerging leaders from countries in Eurasia to their counterparts in communities across the United States.

Open World in 2011 focused on giving participants significant exposure to the role and procedures of American legislative bodies at the national, state, and local levels. Open World also 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.

In these difficult economic times, Open World offers 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.

I want to recognize your former colleague Amo Houghton of New York for his decade of dedicated service on the Center’s Board of Trustees. The leadership of the House of Representatives appointed him as one of the Center’s first congressional trustees, and after his retirement from the House he continued to sit on the Board as a private citizen. We are especially grateful for his guidance on the financial management of the Center.

My fellow trustees and I and 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.

Respectfully,

Walter Scott, Jr.
Chairman of the Board of Trustees
Dear Friends of Open World:

Welcome to the Open World Leadership Center’s 2011 annual report. Every year, our report highlights a different aspect of the Open World program and its impact on delegates, alumni, and the Americans that make our exchanges so successful. This report’s central theme is promoting accountability—especially in the public sector. You will read about how Open World visits inspired a Moldovan NGO administrator to undertake a government efficiency project; enabled a female Ukrainian parliamentarian to discuss representative government with a veteran U.S. congresswoman; and gave Moscow Region officials new ideas for promoting accountability in local government.

The accountability of public servants lies at the core of our governing process in the United States. We are raised on the concept of our officials being responsive to citizens, and citizens in turn taking on the responsibility to vote and contribute to civic life. But in Open World’s partner nations of post-Soviet Eurasia, accountability is still—more than two decades after the change in political systems—a sometimes puzzling concept, and one that can be best understood by seeing actual examples.

How do we bring to life for emerging leaders of Eurasia the idea of accountability, a basic tenet of modern democracy?

Open World’s intensive professional exchanges always demonstrate how accountability permeates our society. Participants witness elected officials serving their constituents rather than a central government; receive codes of ethics for government bodies and professions and meet with the people who enforce them; and observe how journalists, civic groups, and individual citizens act as watchdogs on abuse of power. Participants see open legislative meetings, publicly available property records, online city financial reports.

But such real-world demonstrations of accountability would be pointless without a receptive audience. Open World’s process for carefully selecting and forming delegations of emerging leaders with great potential, and then placing them in U.S. communities with the relevant expertise—in a word—works.

One example of this success is Tajikistan’s Nasrullo Tuychizoda, a dynamic journalist who was forever changed by witnessing grassroots volunteerism in California. After returning home he became involved in projects to help youth throughout Tajikistan. Other examples are jurists from the Republic of Georgia who went back to their courtrooms inspired by seeing the U.S. jury system in action while on Open World exchanges. These alumni credit this experience with giving them concrete ideas for how best to conduct jury trials—which they have been directly involved in introducing.

It is not hyperbole to say that this is powerful stuff: that the citizen diplomats who are the soul of our program and their Members of Congress who support Open World profoundly affect the future leaders of our participating countries.

I hope you enjoy reading this report as much as we enjoyed revisiting and compiling some of Open World’s 2011 accomplishments. I look forward to hearing from you: our door is always open.

Sincerely,

John O’Keefe
Executive Director
OPEN WORLD LEADERSHIP CENTER STAFF

as of December 31, 2011

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STATISTICS

Open World has brought nearly 18,000 current and future leaders of Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Lithuania, Moldova, Russia, Tajikistan, Turkmenistan, and Ukraine to the United States since 1999.

The average age of Open World delegates is 38.

Women constitute 51 percent of Open World delegates.

In 2011, Open World conducted exchanges for 1,234 participants from that year’s 10 program countries. Open World also hosted one leader from Afghanistan, two from Mongolia, and one from Uzbekistan under special agreements and cost arrangements with other organizations.

Open World’s 2011 participants traveled to 43 U.S. states and the District of Columbia, taking part in professional programs in 189 congressional districts—25 more than in 2010.

Since the program’s inception, nearly 7,000 American volunteer families in more than 2,000 communities in all 50 states have hosted Open World leaders.
ACCOUNTABILITY

Ever since the first Open World participants arrived in the United States in mid-1999, accountability has been one of the core principles that our exchanges seek to illuminate. Americans take it for granted that the public, private, and nonprofit sectors should be accountable to citizens, consumers, and clients. Yet such an expectation is foreign to so many of our participants because of the political and civic culture they inherited. But without accountability, the rule of law, civil society, and democracy cannot flourish.

What aspects of accountability does Open World emphasize? The list is too long to enumerate here, but some examples are free and fair elections; public access to legislative meetings; freedom of information laws; protections for journalists and whistleblowers; and professional codes of ethics.

How does Open World convey the concept of accountability? One major way is by hosting exchanges with “accountable governance” as the theme. These delegations job shadow city administrators and political candidates; observe voting and ballot-counting; look over city budgets and state regulations; attend zoning hearings and city council meetings; and meet with citizens groups and state legislators.

The concept of accountability is also central to other Open World hosting themes. Judges in our rule of law delegations discuss judicial ethics with their U.S. counterparts, and see how jury trials insulate judgments from governmental interference. Education officials hosted on our education exchanges learn how school boards and parent-teacher organizations work to hold school administrators accountable. NGO-development delegations explore how bylaws and boards of directors help lay the foundation for good governance. And Open World media delegations sitting in on newspaper editorial meetings watch as their American equivalents decide what is newsworthy, not what is expedient to say.

Another way that Open World promotes accountability is by hosting delegations for specialized exchanges on anti-corruption, government auditing, and similarly relevant topics. And then there are the unprogrammed moments that are also instructive—such as when an American government employee excuses himself from a working lunch with a delegation to feed a parking meter, or when a delegate discovers that the mayor of her host community lives next door to her host family, not in an exclusive enclave.

You will see in the pages that follow how these firsthand experiences inspire our governmental and nongovernmental participants alike to push for greater accountability in their region of the world. We believe that each step taken toward accountability will lead to more democratic and open societies.
CENTRAL ASIA REGION

A major crossroads during the Silk Road era and again today, Central Asia comprises the mainly Muslim, energy-rich countries of Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan. Regional challenges include improving government accountability, resolving ethnic conflicts, managing water resources, and dealing with pollution. Open World expanded here in 2007, when Kyrgyzstan and Tajikistan began participating. Strengthening legislatures and the press have been major themes for the Kyrgyzstan program; primary focuses for Tajikistani visits have been local governance, agricultural diversification, and NGO development. Kazakhstan, an Open World country since 2008, has had accountable governance, environmental management, and judicial reform as major themes. Themes for Turkmenistan, which also began participating in 2008, have included fiscal accountability, rule of law, and e-governance. In 2011, Open World used its experience hosting members of parliament from Central Asia to conduct the first U.S. exchange for parliamentarians from Kyrgyzstan since that country adopted a parliamentary democracy in 2010.

KYRGYZSTAN

Legislative Staff and Accountable Governance
COLUMBUS, OH – Shortly after landing in Columbus on June 24, five senior staff of Kyrgyzstan’s parliament and Rep. Pat Tiberi’s chief of staff were discussing how Members of Congress interact back home with constituents. An aide to Rep. Steve Stivers gave the group additional insight into constituent relations and services by reviewing the operations of a congressional district office. To learn about the state legislative process, the Kyrgyzstanis met with the clerk of the Ohio Senate and the deputy clerk of the Ohio House, who both stressed their nonpartisan roles. Legislative drafting was covered with the head of the state Legislative Services Commission. The Columbus International Program, the delegates’ host organization, also arranged for them to explore transparency in government with Columbus City Auditor Hugh Dorrian.
Grantee: Council of International Programs USA

Accountability in Public Services
BOZEMAN, MT – A mayor and four local lawmakers from Kyrgyzstan studied public-services delivery in Bozeman as part of a March accountable governance exchange hosted by the Montana Center for International Visitors. The delegates were “incredibly interested” in how the city deals with emergencies, something they explored at the 911 dispatch center and a fire station. An informative session with two city water officials was followed by a tour of a water treatment plant. The administration of city services was also discussed with Mayor Jeff Krauss and the assistant to the city manager. As one of their wrap-up activities, the delegates learned how Montana State University’s Local Government Center helps the state’s rural local governments build their capacity to deliver essential services efficiently.
Grantee: FHI 360
KAZAKHSTAN

Model Legislatures and Civic Engagement
MONTGOMERY, AL – YMCA model legislatures give students across the United States a hands-on introduction to legislating. In late February and early March, a group of Kazakhstanis joined this exercise in civic engagement by attending the Alabama Youth and Collegiate Legislatures. The delegates were especially interested in the proceedings because of their involvement with their country’s Youth Parliament, which submits legislation and recommendations on youth matters to Kazakhstan’s national legislature. The idea for this exchange grew out of a 2009 meeting between Rep. Robert Aderholt (AL) and a Kazakhstani parliamentarian visiting the United States on Open World.

Friendship Force of Montgomery, which hosted the Kazakhstanis, also arranged for them to meet with Gov. Robert Bentley (pictured) and Mayor Todd Strange, learn about the downtown Optimist Club’s youth model city government, and hold talks with a Huntingdon College expert on public information policy. The exchange was so successful that Open World made plans for another Youth Parliament team to visit Montgomery in 2012.
Grantee: Friendship Force International

Environmental Accountability
PITTSBURGH, PA – Kazakhstani governmental and NGO leaders involved in environmental protection reviewed air-quality monitoring with Allegheny County’s air program manager and met with Pennsylvania Department of Environmental Protection officials to learn about their regulatory and enforcement roles. The Kazakhstanis were very interested in the waste regulations shared with them by their state counterparts. Meetings with aides to Sen. Robert P. Casey, Jr., and Rep. Tim Murphy gave the delegates a federal perspective. The group also traveled to Morgantown, WV, to discuss water-quality issues and the redevelopment of former industrial sites with staff of the National Environmental Services Center and the Northern West Virginia Brownfields Assistance Center. GlobalPittsburgh hosted the February/March visit.
Grantee: FHI 360
TURKMENISTAN

Transparency in the Private Sector

ALBUQUERQUE, NM – For a team of businesswomen from Ashgabat, Turkmenistan, a highlight of a September Open World visit to their sister city of Albuquerque was an animated roundtable with over a dozen members of the Greater Albuquerque Association of Realtors (GAAR). Two delegates are directly or indirectly involved in Turkmenistan’s real estate market, where the use of contracts, listing agreements, and ethics guidelines is still relatively new. GAAR members gave the visitors much-appreciated sample contracts and copies of the National Association of Realtors’ code of ethics. One delegate reports that her real estate agency uses a contract that she adapted from a GAAR sample. During an October reciprocal visit to Ashgabat, several members of the Albuquerque/Ashgabat Sister Cities Committee, the local host organization, reunited with a number of their guests from this and previous Open World exchanges.

Grantee: FHI 360

TAJIKISTAN

Accountability to the Next Generation

DUSHANBE – Nasrullo Tuychizoda, a specialist with the Dushanbe department of youth affairs and tourism as well as a part-time journalist at the time of his 2011 Berkeley, CA ecotourism exchange, says that the “Open World program changed my life as a journalist and a citizen.” He reports having been particularly struck by American volunteerism and accountability during his U.S. visit, and on his return home he began doing volunteer work in several areas. For example, in February 2012 he helped organize and conduct a U.S. Embassy–funded project that enabled 200 students in four different districts of Tajikistan to hear from U.S. exchange program alumni and other professionals about different careers and volunteerism. At the invitation of the embassy, Tuychizoda also helped plan a now-completed youth leadership development project to involve young girls from remote regions of Tajikistan in such activities as peer-to-peer mentoring and developing healthy lifestyles through sports.

Grantee and Local Host: Center for Safe Energy
CAUCASUS REGION

The three Caucasus countries of Armenia, Azerbaijan, and Georgia are located between the east coast of the Black Sea and the oil-rich Caspian Sea. These beautiful, historic, and largely mountainous states struggle with conflicts and instability stemming from religious and ethnic differences, unresolved land claims between the countries in the Caucasus, and complications remaining after the dissolution of the Soviet Union. Open World initiated programs for Azerbaijan and Georgia in 2007; Armenia became a participating country with the March 2011 arrival of a delegation focused on women’s advocacy. Program themes for Azerbaijan and Georgia have included accountable governance, youth issues, rule of law, and education reform. New programming for Azerbaijan in 2011 was designed to help participants combat domestic violence and promote religious tolerance. The Georgia program saw the introduction of the themes of ethnic inclusivity, elections, and the media. Azerbaijani Open World alumni have fostered government-NGO cooperation on fighting domestic violence, and involved student volunteers in municipal projects, among other postvisit activities. Open World’s Georgia program has strengthened the Atlanta-Tbilisi sister-city relationship and helped the country implement its first jury trials.

AZERBAIJAN

Accountability in Municipal Government

STURGEON BAY, WI – Accountable municipal governance was the focus of a May Azerbaijani exchange hosted by the League of Women Voters chapter in Wisconsin’s Door County. The peninsular county is dotted with small towns that offered ideal learning labs for the delegates: a vice mayor, a city councillor, and three NGO leaders involved in municipal capacity-building. During sessions at Sturgeon Bay (the county seat), Sevastopol, and Brussels, the Azerbaijanis heard from local officials about how they deliver services, set budgets, and communicate with residents.

While in Brussels, the delegates also took part in an informative roundtable with a state senator, an aide to U.S. Rep. Reid Ribble, two town supervisors, the town clerk, and the county Democratic and Republican party chairs. (The Azerbaijanis expressed surprise at how officials from different parties and levels of government treated each other so collegially.) And in Sevastopol, as a town official noted in the Door County Advocate, the delegates were impressed that board of supervisors meetings are “broadcast live, a perfect example of government transparency.”

Grantee: League of Women Voters
ARMENIA

Foundation Governance
DES MOINES, IA – Open World’s inaugural exchange for Armenia enabled a group of women leaders from that country to explore women’s advocacy in Des Moines for a week beginning March 30. A Q&A session at the Chrysalis Foundation proved doubly beneficial: the Armenians learned about foundation governance as well as Chrysalis’s mission to promote local women’s economic well-being through direct and grant-making programs. Host Kim Heidemann of Iowa Sister States says that Chrysalis Foundation Executive Director Terry Hernandez “talked at length with the delegates about the process of establishing a foundation,” covering such accountability-related topics as the oversight role of a board of directors and the importance of bylaws. The discussion especially benefited a delegate who works with anti–human trafficking organizations and another who helps run a foundation that develops the professional and leadership potential of women in southern Armenia.

Grantee: World Services of La Crosse

GEORGIA

Rule of Law: Jury Trials
TBILISI – Open World is proud of its role in introducing Georgian jurists and legal professionals to the American jury system. Georgia began implementing jury trials in 2011, and Open World celebrated this achievement by sponsoring a roundtable at the Georgian Supreme Court in March 2012. The main speakers were three Open World alumni who were central to the implementation of Georgia’s initial jury trials: Giorgi Turazashvili (2007), a lawyer on the defense team for the first such trial; Judge Eka Areshidze (2010), who oversaw jury selection and was responsible for media relations; and Nino Tarashvili (2010), the assistant to the presiding judge and a coordinator for juries. The alumni spoke to 35 law school students, describing best practices they had observed during their Open World exchanges. Those practices included methods for interviewing potential jurors, and procedures for selecting, instructing, and isolating juries.
Accountability to Minorities

JACKSONVILLE, FL – In September, a Georgian team visited Jacksonville to explore the social inclusion of minorities. The Duval County Supervisor of Elections and his staff reviewed voter protections and outreach, including the use of mock elections to encourage students to become voters. Another highlight for the delegation, which included members of Georgia’s Armenian and Azeri communities, was learning about legal aid for refugees and minorities. Alumna Alexandra Kalatozishvili, who chairs an NGO focused on civic education for minorities, reports that her Open World experience has greatly contributed to her work to provide legal aid to ethnic groups and displaced persons facing employment discrimination and other forms of unequal treatment. She also says that, during Georgia’s October 2012 parliamentary elections, her NGO plans to deploy over 400 election observers to areas with large ethnic-minority populations. GlobalJax hosted the exchange.

Grantee: FHI 360

TBILISI – In April 2012, Open World convened in Tbilisi a roundtable on strategies for social inclusivity in Georgia. Discussion focused on the 2011 Jacksonville exchange, with four alumni of this program sharing their U.S. experiences and post-visit activities. The 25 roundtable participants also included future delegates preparing for an upcoming Open World exchange on ethnic inclusivity, as well as researchers, journalists, and civic activists. Alumna Sabina Talibova, chair of the NGO Dove, reported that on her return from Jacksonville, she helped form a coalition of five organizations that represent ethnic Azeris; the coalition is working to inform members of this minority of their legal rights and to encourage them to vote, so that they have a greater voice in government.

Georgian delegates visit Dupont Middle School in Jacksonville during their September exchange to learn about its English-language classes for immigrant children.

A 2012 Open World–sponsored roundtable in Tbilisi discusses social inclusivity, with alumni of the 2011 Jacksonville exchange as featured speakers.
Moldova is a fertile wedge of land between Romania and Ukraine that exports its agricultural products to the world. Despite its agricultural richness, Moldova is one of Europe’s poorest countries. Still, it has made great strides recently in improving fiscal sustainability, infrastructure, and rural economic development. Since 2007, Open World has hosted emerging Moldovan leaders in such important themes as anti-human trafficking, agribusiness, and primary health care. Two other major areas—rule of law and private enterprise—were also highlighted in 2011. To help support Moldova’s commitment to private-sector development, Open World enabled a number of Moldovan legislators, IT advocates, and small business managers to visit communities large and small in the United States. Hosting also continued to support the very active sister-state relationship between Moldova and North Carolina.

Accountability in State Legislatures
RALEIGH, NC – In May, Rep. Renee Ellmers (NC) served as Open World’s congressional host for two Moldovan parliamentarians examining accountable governance in the Raleigh area. This exchange was conducted in support of the North Carolina – Moldova Partnership program. Deputies Oleg Bodrug and Serghei Sirbu had discussions with Rep. Ellmers and several state legislators about their duties and office operations; viewed state legislative proceedings; heard about the role of the state Secretary of State’s office; and reviewed the state legislature’s online resources and preservation of parliamentary documents. A joint meeting with three state lawmakers provided useful firsthand perspectives on the dynamics of legislative politics, policy making, and democracy at the state level. The Moldovans also learned about North Carolina’s code of ethics for lawmakers and their staffs.

Grantee and Local Host: International Affairs Council

Improving Citizen Access and Government Accountability with IT
CHISINAU – Victor Koroli, who heads the nonprofit Alliance of Access to Information and Training Centers of Moldova, was, in his own words, “motivated to initiate a string of projects” by his March IT-focused program hosted by the University of Alabama in Huntsville’s Office of International Programs and Services. Through a small U.S. Embassy grant, Koroli helped make the Telenesti district government more efficient and transparent by installing, and training district employees on using, an online document management system. To improve citizens’ Internet access, he helped establish Wi-Fi networks in three Moldovan schools and nine other public locations throughout the country, including one in the separatist region of Transnistria. His current projects include developing blueprints for an e-voting project, using technology to foster greater civic engagement by people with disabilities, and increasing rural access to the Internet.

Grantee: FHI 360
Ukraine, long considered a breadbasket because of its fertile soil, is a large, strategically important European state. While the Ukrainian government professes to seek closer ties with the West, many experts have noted a lack of will to make further progress toward full democracy and market reform. Open World expanded to Ukraine in 2003, and a diverse group of Ukrainian leaders representing all 27 of the country’s regions have since visited the United States. Open World’s Ukraine program focuses on increasing government transparency, improving the legislative process, promoting the rule of law, strengthening civil society, supporting a free press, and furthering education reform. In 2011, Open World had two new initiatives for Ukraine: legislature-to-legislature hosting, and telemedicine hosting, the latter aimed at encouraging more effective use of technology in the medical field. High-court justices and a leading young female parliamentarian also took part in the 2011 program. Open World exchanges have helped connect Rotary partners in Ukraine and the United States, and have furthered several sister-city and sister-state relationships, including the Kharkiv-Cincinnati and Odessa-Maryland partnerships.

Accountability and Members of Parliament
WASHINGTON, DC – At the request of the U.S. Embassy in Kyiv, Open World in September hosted Ukrainian parliamentarian Olesia Orobets, the forward-looking chair of an education subcommittee. During her visit, Deputy Orobets had a peer-to-peer conversation with Congressional Ukrainian Caucus Cochair Rep. Marcy Kaptur (OH) about economic development, current affairs, and representative government. A meeting with Lawrence R. Silverman, special advisor to the Vice President for Europe and Eurasia, and National Security Council and State Department staff focused on Deputy Orobets’s efforts to make the Ukrainian government more accountable to its citizens. As a pioneer in using social media to communicate with the Ukrainian electorate, the visiting deputy also benefited from meeting with technology expert and State Department senior advisor Alec Ross. Open World continues to assist Deputy Orobets in her efforts to improve standardized testing and transparency in the higher-education admissions process; recently, for example, the Center arranged for her to meet with Georgian Open World alumni working to improve transparency in education.

Rule of Law
ODESSA – With the assistance of Open World 2011 alumnus, Judge Serhiy Stepanov, a high-level delegation of Open World hosts from Maryland made a reciprocal visit to Odessa Region in May 2012 to study its legal and judicial system. The delegation was made up of Maryland first lady and judge Katie O’Malley, U.S. District Judge Richard Bennett, Maryland Secretary of State John McDonough, Maryland Court of Appeals Judge Mary Ellen Barbera, Montgomery County Prosecutor John McCarthy, and Montgomery County Circuit Court Administrator Pamela Harris. Besides learning more about Ukraine’s court system and judicial issues to aid in future hosting of Ukrainian legal professionals, the delegation met with the region’s governor to make plans to rejuvenate the Baltimore-Odessa sister-city relationship.
RUSSIA

Open World has conducted exchanges for emerging Russian political and civic leaders since the program began in 1999. Participants have come from all 83 Russian regions and many different professions and ethnic groups. Recent programming has focused on accountable governance, health policy, social-services delivery, education reform, and rule of law. The 2011 Russian program featured a new initiative for regional-level legislators, matching them with their counterparts in U.S. state capitals during legislative sessions. With support from a Russian foundation, Open World in 2011 also continued its targeted programming for Buryatia, hosting a diverse group of emerging leaders from this Siberian region bordering Lake Baikal. Many 2011 Open World visits supported sister-city and rule of law partnerships. One such exchange enabled delegates from Petrozavodsk to examine domestic-abuse intervention in their sister city of Duluth, MN; another, on legal education, launched a new rule of law partnership between Norman, OK, and Nizhny Novgorod.

Transparency in State and Local Governance
SAN JOSE, CA – Two city councillors, a journalist, and a federal official from Moscow Region visited their U.S. sister community, Santa Clara County, in November for an accountable governance exchange hosted by the county’s Moscow Sister County Commission and the Office of the County Executive. Assistant County Counsel Orry Korb briefed the delegates on transparency in state and local government, covering laws on public contracting, public records, and open meetings for local legislative bodies. The Russians later heard from Los Altos City Council members about how they put the open-meeting law into practice. State Sen. Joe Simitian described his annual contest inviting Californians to suggest new laws, and Palo Alto Mayor Sid Espinosa discussed with the delegates how technology can improve government transparency.

Transparency was also a major theme of Q&A on government-media relations with County Public Affairs Director Gwendolyn Mitchell, and of a session at the Registrar of Voters Office. A delegate involved in land registration had a separate meeting at the County Clerk-Recorder’s Office; she was particularly interested in the computer area where citizens can research property records.

Grantee: World Services of La Crosse

Accountability and Elected Officials: Constituent Services
PERM – According to Perm city councilman Andrey Solodnikov, his October Chicago-area accountable-governance exchange spurred him to intensify his efforts for the residents of his district. One of the activities that most influenced him was meeting with Oak Park Village President David Pope and village department heads. The Russian delegates and Oak Park officials discussed in depth the efficiencies of delivering services through the village-manager form of local governance. Solodnikov reports that the meeting demonstrated how local officials can and should give priority to meeting community needs over engaging in political struggles. On his return to Perm, he initiated the construction of several sports facilities in schools and local parks, and he now goes to schools and regularly meets there with constituents.

Grantee and Local Host: Supporters of Civil Society in Russia
Health Care Accountability to Patients

KNOXVILLE and MEMPHIS, TN – At the request of Sen. Lamar Alexander (TN), Open World in the fall hosted 25 physicians in support of a new health care partnership between Tennessee and Kirov Region spearheaded by former Open World trustee Sen. Bill Frist. Half of the Kirov delegates visited research hospitals in Memphis, while the other half visited medical teaching facilities in Knoxville, with home hosting provided by Friendship Force clubs. The delegates have a wide variety of new practices and plans under way as a result of their Open World experiences. Efforts initiated in individual hospitals include allowing parents to visit ill children, improving a patient referral system, and initiating an electronic medical records system. And a medical school administrator is encouraging medical students to volunteer in understaffed hospitals.


SISTER-CITY PARTNERSHIP MARKS MILESTONE

The year 2011 marked the 20th anniversary of the Albany-Tula Alliance, a sister-city organization linking New York’s Capital Region and Tula, a city of about 500,000 located south of Moscow. In the past decade, the Alliance has hosted more than 50 Tula Region leaders on eight Open World exchanges focused on collaborative opportunities in health, the environment, economic development, business, and education. Alliance board member Barbara J. Webster says that “Open World programs have served as catalysts for deepening and widening the 20 years of cooperation … between the city of Tula and the Capital Region,” and that her organization is “honored and privileged” to be part of Open World.
In 2011, Open World delegations had nearly 200 meetings with Members of Congress and congressional aides. These sessions allowed our Eurasian participants to see congressional office operations and constituent relations in action, to gain federal legislative perspectives on the themes of their exchanges, and to share information about their work and their countries with leaders in Congress. A number of these meetings are featured here.
Sen. Sherrod Brown (OH) aide Laura Lynch (left) greets Russian State Duma deputies in February.


Massachusetts Rep. John Olver (second from right) meets with Georgian educators in March.

Oregon Rep. Peter DeFazio (upper right) visits with Ukrainian university educators in October.

University educators from Ukraine meet in October with Sen. Jeff Merkley (third from left) of Oregon.

Tajikistani local officials speak with West Virginia Sen. Joe Manchin (center) in May.

OPEN WORLD 2011 KICKOFF EVENTS

On February 8, the Open World Leadership Center held a daylong series of events at the Library of Congress that culminated in the unveiling of the new Open World logo and the awarding of the Annual National Grantee of Merit prize.

The day began with the annual grantee meeting, during which Center staff and representatives of 15 of Open World’s 2011 grantees discussed the upcoming program year and shared best practices on working with local host organizations and conducting exchanges.

Chairman Billington, Director O’Keefe, and Caroline Savage, director for Russia and Central Asia at the National Security Council, held a roundtable with university student body presidents who, in 2010, had taken part in the first Russian government-sponsored Kremlin Fellows program. Open World trustees and staff also attended this event, as did several student body presidents about to take part in the second such program.

Next came the Open World Board of Trustees annual meeting. Highlights included reviews of the Center’s successful cost-sharing efforts and of plans to increase participation by young leaders under age 30. U.S. Court of Appeals Judge Diarmuid O’Scanlain (pictured), chair of the federal judiciary’s Committee on International Judicial Relations and an Open World host, discussed the Center’s judicial exchanges.

Next, Open World trustees and supporters gathered for further discussion of the Center’s plans. Among those attending were Ohio Rep. and Congressional Russia Caucus Cochair Dennis Kucinich (far right in photo); Utah Rep. Jason Chaffetz; Maryland first lady and judge Katie O’Malley (far left in photo); Judge O’Scanlain (second from left, next to Director O’Keefe); digital technology expert Esther Dyson; and Utah Valley University President Matthew Holland.

At the day’s final event—a reception for 75 guests, including Members of Congress, congressional staff, and national grantees—Chairman Billington (far left in photo) officially unveiled Open World’s new logo. Joining him on the stage were (from left) Trustee Sen. Roger Wicker (MS), Director O’Keefe, and Kasey Mitchell, University of Southern Mississippi student body president. Also during the reception, the Center presented U.S.-Ukraine Foundation President Nadia McConnell with the Annual National Grantee of Merit Award in recognition of the foundation’s outstanding hosting of more than 200 Ukrainian Open World participants since 2006.
Open World held three recognition ceremonies in 2011 to acknowledge local hosts’ dedication to providing excellent programming and home hosting to our delegates.

MINNEAPOLIS, MN – Executive Director John O’Keefe honored representatives of eight outstanding Minnesota host organizations on September 16. The event, held at the federal courthouse in Minneapolis, allowed Open World to express its deep gratitude for excellent programming and home hosting in the state. Also attending was a delegation of Ukrainian Supreme Court justices being hosted for Open World by Chief U.S. District Judge Michael Davis of Minneapolis, the U.S. District Court for the District of Minnesota (one of the organizations recognized), and a representative of grantee World Services of La Crosse. The other organizations honored during the ceremony were:

- Duluth Sister Cities International
- League of Women Voters of Edina
- League of Women Voters of St. Paul
- Minnesota Supreme Court
- North Country Health Services
- Rotary Club of Hibbing
- Rotary Club of White Bear Lake
- Ted Dooley Law Office, LLC

HARRISBURG, PA – Harrisburg Area Community College was the setting for a March 10 host recognition ceremony and talk on Central Asia by Executive Director O’Keefe. Also in attendance was an Open World delegation of Kyrgyzstani government press officers hosted by the World Affairs Council of Harrisburg, one of the organizations recognized by O’Keefe at the event. While in Harrisburg, the Kyrgyzstani delegation examined freedom of the press and methods used by democratically elected officials to communicate with the public. The other organizations honored at the Harrisburg ceremony were:

- Friendship Force of Greater Harrisburg
- Keystone Human Services International
- Rotary Club of Harrisburg
- U.S. Bankruptcy Court for the Eastern District of Pennsylvania
- U.S. District Court for the Eastern District of Pennsylvania

NASHVILLE, TN – Open World hosts from across Tennessee gathered in Nashville on November 4 for an official recognition ceremony hosted by former Sen. Bill Frist, a past Open World trustee. Executive Director O’Keefe, accompanied by Program Manager Vera DeBuchanan, presented certificates to the honorees. Also attending the ceremony and a reception that followed were 25 Open World health care leaders from Kirov Region, Russia, who had just wrapped up their weeklong exchange in the Volunteer State with a debriefing led by Sen. Frist. The organizations honored were:

- Blount County Sister City Organization
- Friendship Force of Knoxville
- Friendship Force of Memphis
- Oak Ridge Sister City Support Organization
- Sister City Association of Chattanooga
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 2011 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**

Board Chairman **Walter Scott, Jr.**, supported a May symposium in Washington, DC, on Open World’s planned Young Professionals Initiative. Sen. **Bill Frist** and the **Center for Strategic and International Studies Global Health Policy Center**, together with **Judyth Twigg** of Virginia Commonwealth University, supported an October exchange for Russian health leaders.

The **ERA Foundation**, a Russian philanthropy, entered into an agreement with the Center in 2008 to support the hosting of leaders from Buryatia, Russia, over three years. In 2011, 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 Center partnered with other organizations in 2011 to provide Open World programming on a cost-share basis for participants in other exchange programs while they were in the United States. These organizations were the **Library for Foreign Literature** in Moscow, Russia, and the **Library of Congress Preservation Directorate** (for Russian historic preservationists); 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 Central Asian Rumsfeld Fellows 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**

Major support for the Center’s Cultural Leaders Program was provided through partnership and funding from the **National Endowment for the Arts**. **CEC ArtsLink** administered the nominations process and assisted with program coordination and evaluation.

**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 2011 activities of Open World’s privately funded Alumni Program.

The **Department of Energy’s National Nuclear Security Administration** cosponsored a May meeting in Moscow that brought together 40 alumni of Open World’s nonproliferation program to share the results of their exchanges.

**American Councils for International Education** managed the Alumni Program and tracked Open World results.
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 2011:

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

- **Center for Safe Energy**
  BERKELEY, CA

- **Council of International Programs USA**
  CLEVELAND, OH

- **Federal Bar Association – El Paso Chapter**
  EL PASO, TX

- **FHI 360**
  WASHINGTON, DC

- **Friendship Force International**
  ATLANTA, GA

- **GlobalJax**
  JACKSONVILLE, FL

- **Graduate School**
  WASHINGTON, DC

- **Institute of International Education, Rocky Mountain Center**
  DENVER, CO

- **International Affairs Council**
  RALEIGH, NC

- **International Hosting**
  WEST JORDAN, UT

- **International Rule of Law Consortium**
  COLCHESTER, VT

- **Keystone Human Services International**
  HARRISBURG, PA

- **League of Women Voters**
  WASHINGTON, DC

- **Mississippi Consortium for International Development**
  JACKSON, MS

- **Nashville Health Care Council**
  NASHVILLE, TN

- **Norfolk Sister City Association, Inc.**
  NORFOLK, VA

- **Northcentral Technical College**
  WAUSAU, WI

- **Rotary International**
  EVANSTON, IL

- **Supporters of Civil Society in Russia, Inc.**
  ST. LOUIS, MO

- **Terrorism, Transnational Crime and Corruption Center at George Mason University**
  ARLINGTON, VA

- **U.S. District Court for the Southern District of Iowa**
  DES MOINES, IA

- **U.S.-Ukraine Foundation**
  WASHINGTON, DC

- **VitalVoices Global Partnership**
  WASHINGTON, DC

- **The Vivian Beaumont Theater, Inc. (Lincoln Center Theater)**
  NEW YORK, NY

- **World Affairs Council, International Visitor Program**
  SEATTLE, WA

- **World Services of La Crosse, Inc.**
  LA CROSSE, WI

*Specialized-delegation grant.
Open World would like to thank the following organizations and institutions for hosting our delegations in 2011:

**ALABAMA**
- Birmingham Sister Cities Commission – Ukraine Committee
- Friendship Force of Montgomery
- International Services Council of Alabama
- University of Alabama in Huntsville, Office of International Programs and Services

**ARIZONA**
- Greater Phoenix Chapter of People to People International
- Rotary Club of Kingman Route 66
- Rotary Club of Sun City West
- Tucson-Almaty Sister Cities Committee

**ARKANSAS**
- Arkansas Council for International Visitors*

**CALIFORNIA**
- 49er Breakfast Rotary Club of Nevada City
- Azerbaijani-American Council
- Center for Safe Energy*
- Citizen Diplomacy Council of San Diego
- County of Santa Clara/Moscow Sister County Commission
- Greater Los Angeles Chapter of People to People International
- International Visitors Council of Los Angeles*
- Livermore Rotary Club
- Modesto Sister Cities International
- Rotary Club of Los Altos
- Rotary Club of the High Desert
- San Diego-Vladivostok Sister City Society

**COLORADO**
- Fremont County/Valdai Sister City Association
- Friendship Force of Greater Denver
- Institute of International Education, Rocky Mountain Center
- Rotary Club of Denver Tech Center
- Rotary Club of Golden
- Rotary Club of Parker
- U.S. Court of Appeals for the Tenth Circuit

**CONNECTICUT**
- Connecticut-Pskov Rule of Law Partnership Committee
- Rotary Club of Colchester
- Rotary Club of New Haven
- U.S. Court of Appeals for the Second Circuit

**DISTRICT OF COLUMBIA**
- Historic Preservation Office, District of Columbia Office of Planning
- Library of Congress Preservation Directorate
- Vital Voices Global Partnership

**FLORIDA**
- Eleventh Judicial Circuit of Florida
- GlobalLex*
- Gulf Coast Citizen Diplomacy Council
- Sister City Program of Gainesville, Inc.
- Seton University, Tampa Law Center
- U.S. District Court for the Middle District of Florida*

**GEORGIA**
- Friendship Force of Greater Atlanta
- Georgia Council for International Visitors*
- Georgia to Georgia Foundation
- Hall Booth Smith and Slover, P.C.
- Rotary Club of Gwinnett County

**IDAHO**
- Idaho Council for International Visitors

**ILLINOIS**
- Council of International Programs Chicago*
- Great Cities Institute, University of Illinois at Chicago
- Heartland International
- International Cultural Educational Association
- Rotary Club of Chicago
- Springfield Commission on International Visitors
- Supporters of Civil Society in Russia, Inc. (Chicago)
- U.S. Court of Appeals for the Seventh Circuit WorldChicago*

**INDIANA**
- Beyond Borders Global Connections
- Elkhart Sister Cities Association
- Munice Sunrise Rotary Club
- Rotary Club of Bedford

**IOWA**
- Creating Great Places
- Friendship Force of Cedar Rapids/Iowa City
- Iowa Sister States
- OPEN (Organization Promoting Everlasting Neighbors)
- U.S. District Court for the Southern District of Iowa

**KANSAS**
- Center for Russian, East European and Eurasian Studies at the University of Kansas*
- International Visitors Council of Greater Kansas City*
- Rotary Club of Leawood
- Rotary Club of Topeka

**KENTUCKY**
- World Affairs Council of Kentucky and Southern Indiana

**LOUISIANA**
- Rotary Club of Harahan
- Turkmenistan Youth and Civic Values Foundation

**MAINE**
- The Archangel Committee

**MARYLAND**
- Cultural Vistas
- League of Women Voters of Baltimore County
- Maryland IROLC Steering Committee
- Maryland Sister States Program
- Montgomery County Sister Cities
- Rotary Club of Towson Towne
- U.S. District Court for the District of Maryland*
- The Washington Group
- World Trade Center Institute, International Visitors Program

**MASSACHUSETTS**
- Berkshire Community College
- International Center of Worcester*
- Massachusetts IROLC Rule of Law Committee
- Mount Holyoke College
- U.S. Bankruptcy Court for the District of Massachusetts
- U.S. District Court for the District of Massachusetts
- U.S.-Ukraine Foundation (Boston)

**MICHIGAN**
- Colleagues International, Inc.*
- Pittsfield Charter Township

**MINNESOTA**
- Duluth/Petrozavodsk Committee, Duluth Sister Cities International
- League of Women Voters of St. Paul
- Minnesota State University Moorhead
- Rotary Club of Hibbing
- Rotary Club of White Bear Lake*
- U.S. District Court for the District of Minnesota*
- World Services of La Crosse, Inc.* (Minneapolis)

**MISSISSIPPI**
- Mississippi Consortium for International Development

**MISSOURI**
- Avila University
- Local Government Partnership St. Louis
- Supporters of Civil Society in Russia, Inc.
- University of Missouri–St. Louis
- World Affairs Council of St. Louis*

**MONTANA**
- Montana Center for International Visitors*
NEBRASKA
Friendship Force of Greater Omaha
Grand Island Area Council for International Visitors

NEVADA
Northern Nevada International Center
Rotary Clubs of Southern Nevada
U.S. District Court for the District of Nevada

NEW HAMPSHIRE
New Hampshire Superior Court
New Hampshire/Vologda Rule of Law Partnership Committee
Portsmouth/Severodvinsk Connection
Rotary Club of Bow
World Affairs Council of New Hampshire*

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

NEW YORK
Albany-Tula Alliance
Fayetteville-Manlius Rotary Club
International Center of Syracuse
International Institute of Buffalo
Irondequoit-Poltava Sister Cities
Lincoln Center Theater Directors Lab
Rochester International Council
Rotary Club of Riverdale

NORTH CAROLINA
Global House
International Affairs Council*
International House of Charlotte*
Supreme Court of North Carolina

NORTH DAKOTA
Minnesota State University Moorhead
(Fargo)

OHIO
Akron International Friendship
Cincinnati-Kharkiv Sister City Partnership
Columbus International Program*
Council of International Programs USA*
International Visitors Council, Columbus*
U.S. District Court for the Southern District of Ohio

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

OREGON
Grants Pass Sister City Committee
Oregon Justice Resource Center
Oregon Supreme Court
Roseburg Area Zonta Club
Umpqua Community College

PENNSYLVANIA
Department of Slavic Languages and Literatures at the University of Pennsylvania
Friendship Force of Southern New Jersey (Philadelphia)
GlobalPittsburgh*
Keystone Human Services International
Northampton Community College
Ukrainian Federation of America
U.S. Bankruptcy Court for the Eastern District of Pennsylvania
U.S. District Court for the Eastern District of Pennsylvania
World Affairs Council of Greater Reading
World Affairs Council of Harrisburg

RHODE ISLAND
Rotary Club of Newport

SOUTH DAKOTA
South Dakota World Affairs Council

TENNESSEE
Friendship Force of Knoxville
Friendship Force of Memphis
Hope Through Healing Hands
Nashville Health Care Council
Sister City Association of Chattanooga

TEXAS
Alamo Colleges
Center for Russian, East European and Eurasian Studies at the University of Texas at Austin
El Paso Chapter of the Federal Bar Association
Kilgore College Small Business Development Center
Rotary Club of Burleson
U.S. District Court for the Western District of Texas
World Affairs Council of Dallas/Fort Worth*
YMCA International Services

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

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

VIRGINIA
Friendship Force of the National Capital Area (Alexandria)
Norfolk Sister City Association, Inc.*
Rotary Club of Lynchburg
Rotary International District 7610 Terrorism, Transnational Crime and Corruption Center at George Mason University
U.S. District Court for the Eastern District of Virginia
Virginia Commonwealth University

WASHINGTON
U.S. District Court for the Western District of Washington
World Affairs Council of Seattle*

WEST VIRGINIA
Center for International Understanding, Inc.*

WISCONSIN
Greater Green Bay YMCA
Hedberg Public Library
League of Women Voters of Door County
Northcentral Technical College*
University of Wisconsin Extension–Juneau County

NOTE: An asterisk denotes that the organization hosted two or more local Open World exchanges in 2011. A city name given inside parentheses indicates where hosting was conducted by an out-of-state organization.
In fiscal year 2011, the Open World Leadership Center received $11,377,200 in appropriated funds, $1,287,768 in inter-agency transfers, and $406,326 in direct private donations. In calendar year 2011, the accumulated value of cost-sharing with the Open World community of grantees, local host organizations, and individual local hosts totaled $2.1 million.

The Open World Leadership Center submitted a complete set of financial statements for fiscal year 2011 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 controls, and no instances of noncompliance with laws and regulations affecting the financial statements. With the 2011 audit, the Center has received six consecutive clean opinions. The tables on this page (along with the accompanying notes on the next page) present the fiscal year 2011 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

#### Consolidated Statements of Net Costs

For the Years Ended September 30, 2011 and 2010

<table>
<thead>
<tr>
<th></th>
<th>FY 2011</th>
<th>FY 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Costs by Program Area:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Costs</td>
<td>$11,832,049</td>
<td>$14,928,614</td>
</tr>
<tr>
<td>Less Earned Revenue</td>
<td>167,768</td>
<td>0</td>
</tr>
<tr>
<td><strong>Net Costs of Operations</strong></td>
<td>$11,664,281</td>
<td>$14,928,614</td>
</tr>
</tbody>
</table>

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

### OPEN WORLD LEADERSHIP CENTER

#### Consolidated Balance Sheets

As of September 30, 2011 and 2010

<table>
<thead>
<tr>
<th></th>
<th>FY 2011</th>
<th>FY 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entity Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intragovernmental Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fund Balance with Treasury (Note 2)</td>
<td>$2,223,522</td>
<td>$1,165,315</td>
</tr>
<tr>
<td>Investments (Note 3)</td>
<td>7,376,540</td>
<td>6,938,957</td>
</tr>
<tr>
<td><strong>Total Intragovernmental</strong></td>
<td>9,600,062</td>
<td>8,104,438</td>
</tr>
<tr>
<td>Pledges Receivable - Donations (Note 4)</td>
<td>0</td>
<td>63,162</td>
</tr>
<tr>
<td>Property and Equipment</td>
<td>680</td>
<td>1,133</td>
</tr>
<tr>
<td>Prepayments (Note 5)</td>
<td>116,222</td>
<td>142,700</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$9,716,978</td>
<td>$8,311,433</td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intragovernmental Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts Payable and Accrued Funded Payroll Benefits</td>
<td>$49,266</td>
<td>$104,945</td>
</tr>
<tr>
<td>Advances from Others</td>
<td>58,095</td>
<td>190,890</td>
</tr>
<tr>
<td><strong>Total Intragovernmental</strong></td>
<td>107,361</td>
<td>295,835</td>
</tr>
<tr>
<td>Accounts Payable and Accrued Funded Payroll Benefits</td>
<td>2,011,231</td>
<td>1,810,794</td>
</tr>
<tr>
<td>Unfunded Annual and Compensatory Leave</td>
<td>46,934</td>
<td>62,279</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>$2,165,546</td>
<td>$2,168,908</td>
</tr>
<tr>
<td><strong>NET POSITION</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cumulative Results of Operations - Earmarked</td>
<td>7,551,432</td>
<td>6,142,525</td>
</tr>
<tr>
<td><strong>Total Net Position</strong></td>
<td>7,551,432</td>
<td>6,142,525</td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Position</strong></td>
<td>$9,716,978</td>
<td>$8,311,433</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>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>OWLC Funds Originally from Appropriations</td>
<td>$1,378,812</td>
<td>$444,313</td>
</tr>
<tr>
<td>Gift Funds</td>
<td>$844,710</td>
<td>$721,002</td>
</tr>
<tr>
<td>Total</td>
<td>$2,223,522</td>
<td>$1,165,315</td>
</tr>
</tbody>
</table>

Status of Fund Balance with Treasury:

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unobligated Balances – Available</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Obligated Balances - Unavailable</td>
<td>$2,223,522</td>
<td>$1,165,315</td>
</tr>
<tr>
<td>Total</td>
<td>$2,223,522</td>
<td>$1,165,315</td>
</tr>
</tbody>
</table>

Note 3. Investments, net

The Center’s funds that are not needed currently 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 $7,376,540 and $6,938,957 for fiscal years 2011 and 2010. Average annual investment rates were 2.313% and 2.5% in fiscal years 2011 and 2010.

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Face Value</td>
<td>$7,333,000</td>
<td>$6,898,000</td>
</tr>
<tr>
<td>Interest Receivable</td>
<td>$43,540</td>
<td>$40,957</td>
</tr>
<tr>
<td>Investments, Net</td>
<td>$7,376,540</td>
<td>$6,938,957</td>
</tr>
</tbody>
</table>

Note 4: Pledges Receivable

The Argyros Foundation remaining pledge balance of $63,162 was received in fiscal year 2012.

Note 5: 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 2011 and 2010, $116,222 and $142,700 had been paid to but not yet used by these organizations to carry out their services.

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**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.

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**Note:** Administrative costs equal $842,066 or 6.8 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.