



**OPEN WORLD**  
LEADERSHIP CENTER

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2011 ANNUAL REPORT | [www.openworld.gov](http://www.openworld.gov)





## LETTER FROM THE CHAIRMAN

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THE PRESIDENT OF THE SENATE  
THE SPEAKER OF THE HOUSE OF REPRESENTATIVES

Dear Mr. President and Mr. Speaker:

It is my privilege to submit to you, on behalf of the Open World Leadership Center's Board of Trustees, the Center's annual report for 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

## MESSAGE FROM THE EXECUTIVE DIRECTOR

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

## PROGRAM INFORMATION

### PROGRAM HISTORY

Open World hosts emerging political and civic leaders from Eurasia through its unique congressionally sponsored exchange program. Congress launched Open World in May 1999, in response to a speech that Librarian of Congress James H. Billington had recently given to senior Members of Congress on the future of Russia. In 2000, Congress created a separate legislative-branch entity to manage the exchange program, which initially focused on Russia. The new administering agency, the Open World Leadership Center, began operations in October 2001.

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

The Center's board in 2006 approved a Strategic Plan for fiscal years 2007–2011. In 2007, Open World began to track results and meet other goals laid out in the plan. A new Strategic Plan for fiscal years 2012–2015 was developed in 2011 for board approval in early 2012.

In 2011, Open World conducted exchanges across the United States for leaders from Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Russia, Tajikistan, Turkmenistan, and Ukraine. The program emphasized giving delegates significant exposure to U.S. federal, state, and local legislators; the legislative process; and the structure and functions of legislatures.

### OPEN WORLD LEADERSHIP CENTER STAFF

*as of December 31, 2011*

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Liz King

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*Country Director*

Alexander Khilkov

*Deputy Country Director*

Yelena Yefremova

### STATISTICS

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

The average age of Open World delegates is 38.

Women constitute 51 percent of Open World delegates.

In 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.

## INTRODUCTION

### 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*



Kyrgyzstani parliamentary staffers meet in Columbus with Ohio Rep. Pat Tiberi’s chief of staff, Chris Zeigler (center).



Kyrgyzstani local officials headed to Bozeman in March meet with Montana Rep. Denny Rehberg’s deputy chief of staff, Kristin Smith (seated, right). Director O’Keefe (seated, left) also attended.

## 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 Kazakhstani 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 Kazakhstani, 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 Kazakhstani 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*



Alabama Gov. Robert Bentley (far left) greets Kazakhstani Open World participants in Montgomery.



Kazakhstani delegates visit the Pennsylvania Department of Environmental Protection in late February.

## CENTRAL ASIA REGION

### 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*



Participants from Turkmenistan, with host Oguljan Young (far left), during their September visit to Albuquerque.

### TAJKISTAN

#### 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*



Tajikistani delegate Nasrullo Tuychizoda (second from left) during his May California ecotourism exchange.

## 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*



In May, Sevastopol Town Clerk/Treasurer Linda Wait (far left) briefs Azerbaijani accountable-governance delegates on town services and administration.

## CAUCASUS REGION

### 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*



Open World’s first Armenian participants, with Chrysalis Foundation Executive Director Terry Hernandez (fourth from right) and Director of Policy and Programs Brooke Findley-Jordan (far left).

### 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.



Open World alumna and judge Eka Areshidze of the Tbilisi City Court briefs the media after Georgia’s first jury trial, in late 2011.

### 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

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*



North Carolina Rep. Renee Ellmers (center) at her Dunn district office with two Moldovan parliamentarians whom she hosted for Open World in May.



Moldovan delegate Victor Koroli in front of the U.S. Capitol during his March Open World orientation.

## UKRAINE

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

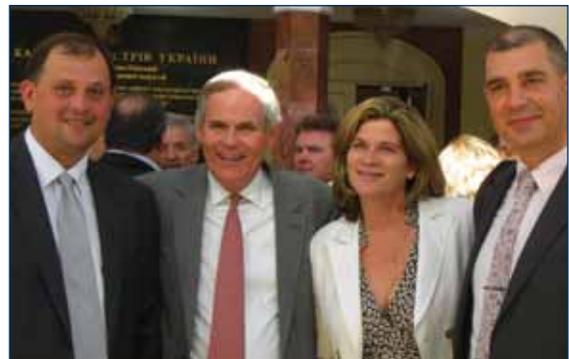
WASHINGTON, DC – At the request of the U.S. Embassy in Kyiv, Open World in September hosted Ukrainian parliamentarian Olesia Orobets, the forward-looking chair of an education subcommittee. During her visit, Deputy Orobets had a peer-to-peer conversation with Congressional Ukrainian Caucus Cochair Rep. 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.



Ukrainian parliamentarian Olesia Orobets (left) and Rep. Marcy Kaptur (OH) meet in September in Washington, DC.

### 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.



From left: Judge Serhiy Stepanov, who was hosted in Baltimore in 2011; U.S. District Judge Richard Bennett of Baltimore; Maryland first lady and judge Katie O'Malley; and Judge Andrey Boyko, who was hosted in East St. Louis, IL, in 2006. The judges had just come from a press conference at the Odessa Law Academy.

## 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*



Delegates from Moscow Region with Santa Clara County Supervisors Dave Cortese (far left) and Mike Wasserman (third from left) and County Executive Jeffrey V. Smith (far right).



BROOKINGS, SD – Young political and business leaders from Tomsk Region—including three members of the Tomsk Youth Parliament—give a public presentation on their work and region during a June accountable governance exchange hosted in Brookings by the South Dakota World Affairs Council. The Russians began their visit with a workshop on local government and democracy, which they then saw in action by observing a county commission meeting and touring city facilities with City Council members and City Manager Jeff Weldon. In Sioux Falls, the delegates had talks with aides to Sens. Tim Johnson and John Thune.

*Grantee: FHI 360.*

### 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.

*Grantees: Friendship Force International, Nashville Health Care Council*



Russian health leaders present a memento to one of the main hosts of their Tennessee exchange, former Sen. Bill Frist (far left), a past Open World trustee.

### 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.



Members of the Albany-Tula Alliance and a delegation of Tula-based higher education specialists on the final night of an April Open World exchange.

## CONGRESSIONAL MEETINGS

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.



North Carolina Rep. David Price (second from right) greets Kyrgyzstani parliamentarians in June



Kyrgyzstani parliamentarians hold talks in June with Pennsylvania Rep. Joe Pitts (fourth from left).



Moldovan regional legislators flank New Hampshire Rep. Frank Guinta (March).



Rep. Ander Crenshaw (FL) aide Michael Kirilin (fourth from left) joins a September Georgian social-inclusivity delegation.



Minnesota Sen. Al Franken (fourth from right) with Russian educators in May.



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



Sen. Sherrod Brown (OH) aide Laura Lynch (left) greets Russian State Duma deputies in February.



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



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



Ukrainian judges meet with Pennsylvania Rep. Jim Gerlach (center) in July.



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

## 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.



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'Scannlain (pictured), chair of the federal judiciary's Committee on International Judicial Relations and an Open World host, discussed the Center's judicial 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, 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'Scannlain (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.

## HOST RECOGNITION EVENTS

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 DeBuchananne, 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



MINNEAPOLIS, MN – Ukrainian Supreme Court justices with Chief U.S. District Judge Michael Davis (third from right) and attorney and home host Kate Bruce (second from left). Chief Judge Davis and the U.S. District Court for the District of Minnesota have hosted four delegations from Georgia, Russia, and Ukraine since 2009.



NASHVILLE, TN – From right: Individual honoree Chief U.S. Bankruptcy Judge George Paine II of Nashville, Director O'Keefe, and Ophelia Paine. Judge Paine hosted an Open World rule of law delegation in 2002 and has continued to give great support and guidance to the rule of law program.

## OPEN WORLD PARTNERS

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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.

## 2011 OPEN WORLD GRANTEES

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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

Vital Voices 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.

## 2011 LOCAL HOST ORGANIZATIONS

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  
GlobalJax\*  
Gulf Coast Citizen Diplomacy Council  
Sister City Program of Gainesville, Inc.  
Stetson 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  
Muncie 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 Towsontowne  
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.

## OPEN WORLD FINANCIAL INFORMATION

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](http://www.openworld.gov).

### OPEN WORLD LEADERSHIP CENTER

Consolidated Statements of Net Costs  
For the Years Ended September 30, 2011 and 2010

	FY 2011	FY 2010
Net Costs by Program Area:		
Program Costs	\$11,832,049	\$14,928,614
Less Earned Revenue	167,768	0
Net Costs of Operations	\$11,664,281	\$14,928,614

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

	FY 2011	FY 2010
<b>ASSETS</b>		
Entity Assets:		
Intragovernmental Assets		
Fund Balance with Treasury (Note 2)	\$ 2,223,522	\$ 1,165,315
Investments (Note 3)	7,376,540	6,938,957
Accounts Receivable	14	166
Total Intragovernmental	9,600,076	8,104,438
Pledges Receivable - Donations (Note 4)	0	63,162
Property and Equipment	680	1,133
Prepayments (Note 5)	116,222	142,700
Total Assets	<u>\$ 9,716,978</u>	<u>\$ 8,311,433</u>
<b>LIABILITIES</b>		
Intragovernmental Liabilities		
Accounts Payable and Accrued Funded Payroll Benefits	\$ 49,266	\$ 104,945
Advances from Others	58,095	190,890
Total Intragovernmental	107,361	295,835
Accounts Payable and Accrued Funded Payroll Benefits	2,011,231	1,810,794
Unfunded Annual and Compensatory Leave	46,954	62,279
Total Liabilities	<u>\$ 2,165,546</u>	<u>\$ 2,168,908</u>
<b>NET POSITION</b>		
Cumulative Results of Operations - Earmarked	7,551,432	6,142,525
Total Net Position	7,551,432	6,142,525
Total Liabilities and Net Position	<u>\$ 9,716,978</u>	<u>\$ 8,311,433</u>

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

Note 2. **Fund Balance with Treasury**

	<b>2011</b>	<b>2010</b>
OWLC Funds Originally from Appropriations	\$ 1,378,812	\$ 444,313
Gift Funds	844,710	721,002
Total	<u>\$ 2,223,522</u>	<u>\$ 1,165,315</u>
Status of Fund Balance with Treasury:	<b>2011</b>	<b>2010</b>
Unobligated Balances - Available	\$ 0	\$ 0
Obligated Balances - Unavailable	<u>2,223,522</u>	<u>1,165,315</u>
Total	<u>\$ 2,223,522</u>	<u>\$ 1,165,315</u>

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.

	<b>2011</b>	<b>2010</b>
Face Value	\$ 7,333,000	\$ 6,898,000
Interest Receivable	<u>43,540</u>	<u>40,957</u>
Investments, Net	<u>\$ 7,376,540</u>	<u>\$ 6,938,957</u>

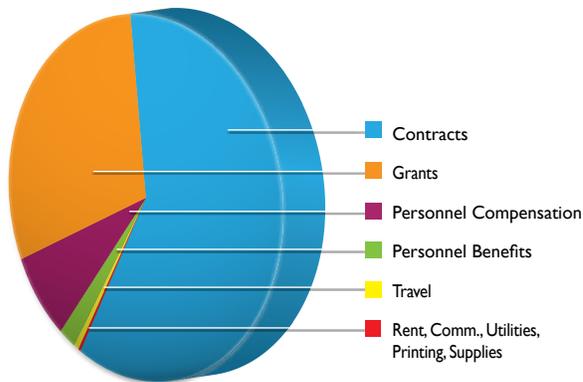
Note 4: **Pledges Receivable**

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.

DISTRIBUTION OF SELECT OBLIGATIONS CATEGORIES, FY2011



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

OPEN WORLD LEADERSHIP CENTER OBLIGATIONS FY2011

CATEGORY	FY2011 ACTUAL OBLIGATIONS
Personnel Compensation	944,074
Personnel Benefits	235,397
Travel	81,158
Transportation of Things	1,524
Rent, Comm., Utilities	16,994
Printing	0
Other Services/Contracts	7,626,257
Supplies	11,720
Grants	3,407,794
<b>TOTAL - FY2011 Obligations</b>	<b>\$ 12,325,114</b>

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.



**OPEN WORLD**  
LEADERSHIP CENTER

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101 Independence Avenue SE, Washington, DC 20540-9980  
[www.openworld.gov](http://www.openworld.gov)



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