

Open World Leadership Center



ANNUAL REPORT

2006

OPEN WORLD 2006 ANNUAL REPORT

OPEN WORLD LEADERSHIP CENTER
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As of December 31, 2006

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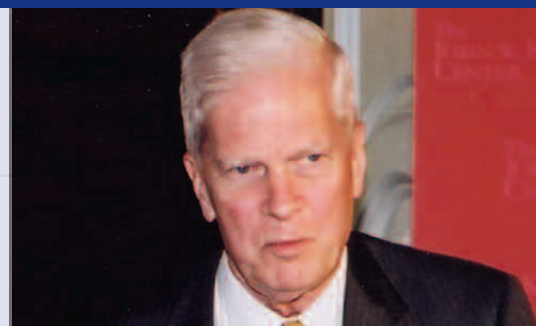
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The Honorable Ted Stevens (Alaska)
United States Senator



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

Dear Mr. President and Madam Speaker:

On behalf of the Open World Leadership Center Board of Trustees, it is my pleasure to submit to you the Center's 2006 annual report on the Open World exchange program. Through Open World, Congress has exposed 13,052 current and future leaders from Russia, Ukraine, and other countries of the former Soviet Union to transparent and accountable governance as practiced in communities throughout the United States. Congress's vision for Open World has been carried out on the ground by the more than 6,000 volunteer U.S. home hosts and the hundreds of local host organizations that have welcomed our participants and enabled them to build constructive and lasting relationships with their American counterparts.

This 2006 Annual Report highlights the results produced by Open World participants ranging from a city official who allocated funds to civic initiatives to an elementary school principal who added a course on democracy and election law to the curriculum. Open World's ability to sustain a dialogue with Russian and Ukrainian leaders has created partnerships that transcend the day-to-day misunderstandings we see in the news.

Under the excellent, experienced new leadership of Ambassador John O'Keefe, Open World is expanding into Central Asia and the Caucasus while vigorously implementing the Center's strategic plan. Created by, and housed in, the legislative branch, Open World will continue to serve Congress and its constituents by making it possible for young American and Eurasian leaders to build lasting ties affecting a wide variety of regions and authorities.

Sincerely,

James H. Billington
Chairman of the Board of Trustees



MESSAGE FROM THE EXECUTIVE DIRECTOR



As the countries of the former Soviet Union strive to create prosperous states and accountable governments, Open World provides a unique way for their emerging leaders and our own to interact with one another and find constructive paths forward. This report surveys Open World's continuing program for Russia, which has completed its eighth successful year, and the four-year-old program with Ukraine. Our next report, for 2007, will cover our exciting expansion into Azerbaijan, Georgia, Kyrgyzstan, Moldova, and Tajikistan—and into Kazakhstan in 2008. By reaching out to Central Asia and the Caucasus, Open World will bring its successful strategies of cooperation to countries undergoing important transitions.

The Open World Leadership Center Board of Trustees, led by Chairman James H. Billington, has crafted a pragmatic, attainable strategic plan for fiscal years 2007–2011. The plan envisions expanding geographically, increasing the program's efficiency, and diversifying funding sources. With input from the chairman and board members, we will also refine our candidate selection process and our U.S. hosting programs to foster partnerships and build an active community of Open World alumni in all participating countries, including the United States. As a program of the U.S. legislative branch, we will also strengthen links to Members of Congress and their states and districts.

I specially mention the fine staff at Open World. Our offices on Capitol Hill and in Moscow have enabled thousands of delegates to work with their counterparts throughout the United States. This staff illustrates how a very small, dedicated team can produce profound results. They and I will continue to build on Open World's success in bringing the emerging leaders of the United States and Eurasia together to create new ties and strengthen existing ones, and to learn from each other.

Sincerely,

John O'Keefe
Executive Director

MISSION

To enhance understanding and capabilities for cooperation between the United States and the countries of Eurasia and the Baltic States by developing a network of leaders in the region who have gained significant, firsthand exposure to America's free-market system and democratic, accountable government.

VISION

The Open World Leadership Center is a unique, well-recognized, public-private partnership implementing a U.S. congressional program that enables the exchange of emerging leaders, and facilitates the development of substantive dialogue and lasting ties among all Open World participants, both foreign and American.



THE OPEN WORLD EXPERIENCE



Welcome to the Open World Program, a unique U.S. legislative branch initiative housed at the Library of Congress and designed to invigorate people-to-people diplomacy between the United States and Eurasia. In the following pages you will see some of our most tangible results for 2006—results produced by the deliberative process Open World uses to identify emerging Eurasian leaders and match them with their U.S. counterparts during theme-based interactive exchanges. Our delegates first observe and experience how citizens here deal with important issues in their communities, and then share and adapt the best practices they see.

Open World unites its stakeholders in a results-driven grassroots network that includes program alumni; volunteers, elected officials, and civic leaders in the U.S. host communities; and the many Members of Congress who are actively involved in the program. This network and the exchanges that build it serve as an important channel of communication between leaders at a time of transition and uncertainty in the region.

CORE VALUES

- **CREATIVITY:** Improving through innovation, imagination, and teamwork.
- **COOPERATION:** Communicating openly and clearly with others; working together as a team to achieve common goals.
- **RESPECT:** Treating others with fairness, tolerance, and tact.
- **EXCELLENCE:** Striving for the highest-quality product and operating with integrity, diligence, and efficiency.
- **SERVICE:** Offering meaningful programs and experiences to our customers.
- **TRUST:** Having full confidence that all will perform their best.

Open World delegates are among their countries' most accomplished emerging leaders, and have much to share with the Americans they work with. The U.S. professionals who meet with delegates benefit from the two-way learning the program's interactive approach makes possible. And many delegates benefit their host communities by educating the public about current issues and affairs in their home countries—as did



school director Eduard Shchepakov, shown here outlining Ukraine's government structure during a September talk at a library in Corvallis, Ore. In similar examples from 2006, Dagestani city officials spoke at Montana State University on the situation in their region and neighboring Chechnya, and Russian women leaders visiting Washington, D.C., held a forum on human trafficking that drew attendees from federal agencies, NGOs, and academe.

Each year, some 100 Open World hosts and presenters work with program alumni during self- or externally funded reciprocal visits. Among the 2006 reciprocal visitors were Portland (Ore.) Metro Council President and Open World presenter David Bragdon, who led a group that examined urban development in Russia with help from



several local alumni; Zaida Arguedas and Joyce Benson of the League of Women Voters (LWV), who met with LWV-hosted Ukrainian women leaders; federal court clerk Ralph DeLoach, who had follow-on talks with Russian judges he had co-hosted in Kansas, and host and presenter Dr. Mark May (above, center), part of a Utah medical team that helped alumni doctors in Votkinsk, Russia, conduct that city's first community health fair.

Open World by design exposes participants to new ideas and practices that they can adapt for use in their own communities. One Open World-generated project from 2006 was city administrator Erzhenya Gylykova's campaign to strengthen the NGO sector in Ulan-Ude, Russia, which she launched with another alumna after studying social service nonprofits in New Orleans. Thanks to their efforts, the City of Ulan-Ude declared 2007



the "Year of Civic Initiatives" and allocated 2.8 million rubles (about \$112,000) to 32 local NGOs to organize 100 activities and programs during the year. Also in 2006, Tatarstan environmental volunteer Irek Shaydullin made a trip down the Volga River by raft (pictured) to raise eco-awareness—a project inspired by his 2005 Center for Safe Energy-hosted visit to Berkeley, Calif.

Open World exchanges have helped initiate or strengthen a wealth of U.S.-Russian and U.S.-Ukrainian partnerships. Sister-court partnerships formed to promote the rule of law have benefited from exchanges that enable Russian and Ukrainian jurists to see how judicial reforms they are implementing actually work in practice in their U.S. sister courts. Sister-city partnerships between U.S. and Russian nuclear cities have used Open World exchanges to promote community development and economic



diversification. During one such 2006 exchange from Sarov, Russia, to Los Alamos, N.M., participants and hosts worked on a web and videoconferencing site to use for planning joint projects and reciprocal visits (pictured). Among the university partnerships that have benefited from Open World is Clemson University's collaboration with Ivanovo State University on reducing student substance abuse.

Open World can operate a large-scale exchange thanks in significant measure to donations and in-kind contributions from generous, committed Americans in the program's host communities. Presenters give their time and expertise. Many local host coordinators plan and conduct the community visits pro bono. Host families sup-



ply most delegations with free accommodations and meals, support worth an estimated \$1.6 million in 2006 alone. And businesses and agencies help defray the costs of official receptions, cultural outings, and other events. Examples of contributed support in 2006 include a City of Norfolk (Va.)-sponsored working lunch for Russian judges and a Thanksgiving-style dinner for Ukrainian local officials held at the home of Jerry Deaton of the Kentucky League of Cities (above).

Open World participation often has a ripple effect, with alumni sharing their new ideas with others in their workplaces and communities. One such "multiplier" occurred when an elementary school principal from Tver, Russia, instituted reforms based on practices she had seen in a Paso Robles, Calif. school during a 2004 Rotary-hosted visit. As an outgrowth of



her initiative, electives were added to the curriculum, including a course on democracy. In 2006, Russia's Ministry of Education named her institution one of the "Best Schools of the Year." Also in 2006, two alumni in Ulyanovsk, Russia, created a section at a regional library with English-language materials on U.S. culture and society. On hand for the section's opening was Ronald S. W. Lew (above, far right), an Open World host judge from Los Angeles.

Open World exchanges gain significant press attention in the United States and the delegates' home countries: reportage that enhances U.S.-Eurasian understanding. In 2006, visits were covered by well over 100 newspapers, journals, websites, and broadcast outlets in the United States alone. Stories ranged from Newsweek.com's fea-



ture on Tuvan throat-singers participating in the Russian Cultural Leaders Program to a *Journal of Nuclear Materials Management* piece highlighting Open World's nonproliferation exchanges, to an interview with Russian women journalists by a Des Moines radio station (pictured). Overseas news sources that covered Open World 2006 activities included BBCRussian.com, Russia's *Novaya Gazeta* (*New Newspaper*), and Ukraine's *Zerkalo Nedeli* (*Mirror Weekly*).

Leadership potential is a key criterion for program participants. Many go on to higher office, becoming lawmakers, governors, and mayors; others advance in the NGO and private sectors. Among the alumni achieving career milestones in 2006 was Aleksey Khomlyanskiy—a 1999 federalism delegate hosted by Rotary in Longmont, Colo.—who became deputy governor of Russia's Novosibirsk Region after serving as the governor's chief of staff



and a public heating utility director. Open World also directly inspires delegates to take on new challenges—as did Moscow social worker Alla Bruk (above), whose 2006 Keystone-hosted exchange to Harrisburg, Pa., helped her see that she could "really do a lot to help those in need." On her return she registered an NGO that counsels foster families, and she is now its deputy director.



ACCOUNTABLE GOVERNANCE

In 2006, Open World continued its well-received Russian accountable governance exchanges and extended similar programming to Ukraine. Targeted mainly to government officials, public policy experts, and NGO leaders, visits emphasized practical ways of improving government operations and accountability. A number of the 2006 exchanges built on existing community partnerships established through Sister Cities International and the U.S.-Ukraine Foundation.

Open World's first year of **accountable governance programming for Ukraine** enabled 90 mayors, public administrators, democracy advocates, and other current and future Ukrainian leaders to experience the workings of American democracy and witness how U.S. citizens organize to meet civic needs and engage with government. In Des Moines, Iowa, for example, Ukrainian local officials observed voting in a city council election and learned about the work of neighborhood associations. Small-town mayors hosted in Lincoln, Neb., toured rural communities to study their economic development initiatives, such as a holiday lights program. And delegates hosted in Louisville, Ky., explored the services and advocacy provided by the Kentucky League of Cities.

Visits featured direct interaction with U.S. elected officials, including the governor of Alabama; state legislators in Iowa, Nebraska, and Virginia; and the

mayors of Fayetteville, Ark.; Omaha, Neb.; Phoenix; and Springfield, Ill. Ames, Iowa Mayor Ann Campbell even hosted two delegates.



Jim Dahlquist (right) of the Illinois Office of the Auditor General explains how state agencies are examined for performance to Viktor Shevchenko and other Ukrainian officials. The Springfield Commission on International Visitors hosted the December visit.

Delegates from Zheleznogorsk visit a Tennessee landfill to pick up tips for solid waste management in their hometown. They were accompanied by members of the Blount County Sister City Organization, their local host.



More than 200 Russian political and civic leaders took part in accountable governance exchanges in 2006. One productive visit was made to Blount County, Tenn., by four women leaders from its sister community of Zheleznogorsk, a once-closed nuclear city. The Russians observed the daily operations of several government departments and facilities (see picture), and attended a county commission meeting to experience American democracy in action. Delegate Natalya Solovyeva, Zheleznogorsk's chief planner, especially benefited from a brainstorming session with three of her Tennessee counterparts on ways to encourage economic diversity.

During another successful exchange to Coral Springs, Fla., four Russian business and political activists discussed government transparency with state Rep. Ari Porth, reviewed Coral Springs' innovative business model with the city manager, and explored business recruitment with the heads of the local chamber of commerce and economic development foundation.



RULE OF LAW

Open World's acclaimed rule of law program sponsors the largest U.S.-Russian judicial exchange and a two-year-old exchange for Ukrainian jurists. The 1,600 alumni include high-court justices and justices of the peace, prosecutors and defense attorneys, judicial branch officials and court staff, law professors and legal clinicians. U.S. judges host most visits, giving delegates unique access to—and insights on—the American judicial system. Representative highlights from 2006 are given below:

Jury proceedings were a major program focus, in response to Russia's reintroduction of criminal jury trials and Ukraine's consideration of a similar move. Russian jurists hosted in Concord, N.H., by Superior Court Justice Kathleen A. McGuire got an especially close look at the jury system: they reviewed the jury selection process with state Superior Court Justice Carol Ann Conboy; then observed jury selection, a witness's cross-examination, and the defendant's testimony in a trial she presided over.

Court Administration was also a topic for most exchanges, with the goal of helping delegates make judicial proceedings in their own countries more transparent and efficient. In Oklahoma City, Russian judges hosted by U.S. Court of Appeals Judge Robert H. Henry and U.S. District Judge Stephen P. Friot studied the federal courthouse's electronic case-filing system, while Ukrainian judges hosted in Indianapolis by Indiana Supreme Court Chief Justice Randall T. Shepard examined trial-court management and budgeting with top state court administration staff.

Judicial and Legal Ethics were emphasized in visits, to give participants insights into how the United States promotes observance of the rule of law by the law's practitioners. For example, U.S. District Judge Paul A. Magnuson arranged for Russian jurists he hosted in St. Paul, Minn., to attend a continuing legal education class on ethics in legal advocacy and to hold talks with the head of the state Supreme Court's Office of Lawyers Professional Responsibility.



Russian rule of law participants visit the Washtenaw County (Mich.) Prosecutor's Office, their local host organization, for a session on crime prevention and prosecution. World Services of La Crosse was the national host for the visit.



Federal Chief Judge Larry J. McKinney (center) watches as court reporter Pat Cline (seated) shows a stenotype machine to Ukrainian judges hosted in Indianapolis. The Indiana Supreme Court was the local host for the visit.



SPECIALIZED DELEGATIONS

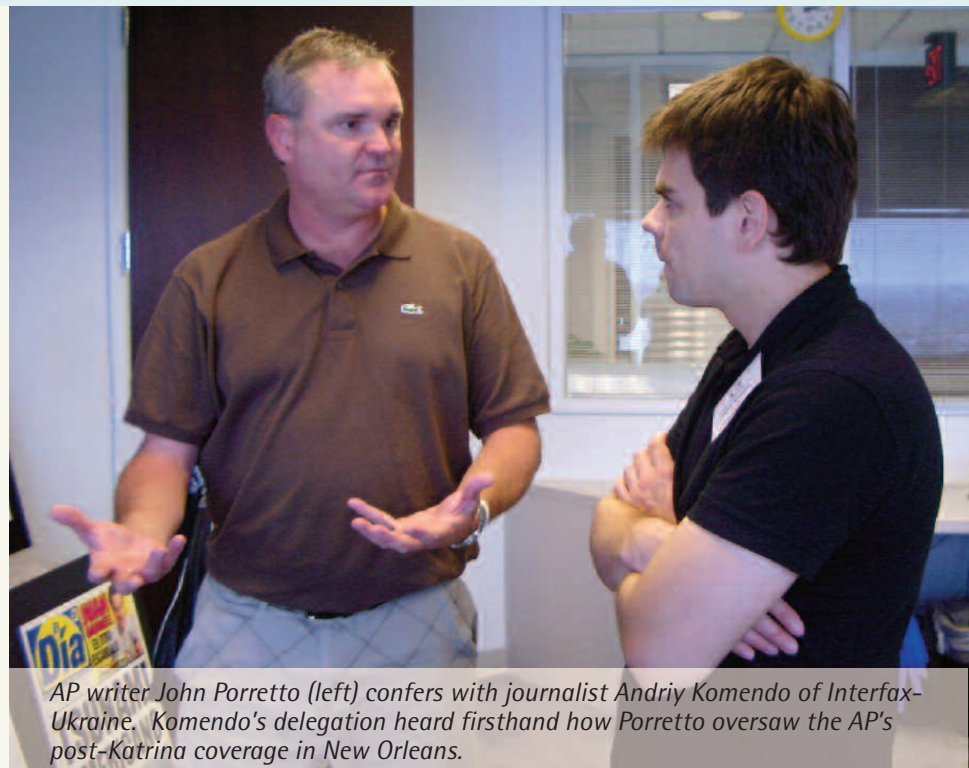
We organize many Open World exchanges around subthemes and special focus areas, designing the program to respond to current issues, and delegates' and hosts' specialized interests. Special topics for Open World delegations have ranged from human-trafficking prevention to local-government finance, from nonproliferation to blood banking. Four specialized delegations from 2006 are profiled below.



Three Russian **avian flu** experts from the Federal Center for Animal Health in Vladimir began a June/July exchange by speaking at the 2nd Bird Flu Summit in Washington, D.C., and sharing research findings with senior officials and scientists working on avian flu preparedness at the National Institutes of Health and the Food and Drug Administration. Next the team traveled to western North Carolina to brief health and hospital officials on pandemic planning in Russia and meet with biotech leaders. The trip wrapped up in Georgia, where the delegates discussed vaccine technology with scientists at the University of Georgia in Athens and met with leading infectious disease specialists from Emory University and the Centers for Disease Control in Atlanta. The Scian Institute and the National Peace Foundation hosted the visit.

Russian avian flu experts tour the state-of-the-art Animal Health Research Center at the University of Georgia College of Veterinary Medicine.

In July, the New Orleans Citizen Diplomacy Council conducted an exchange on **media independence and energy reporting** for two Kyiv journalists covering Ukraine's oil and gas sector and a TV news editor from the Donetsk region. The delegates had lively Q and A with the *Times-Picayune's* oil and gas reporter, editors of *The Louisiana Weekly* and *City Business*, and John Porretto of the Associated Press (AP). They also toured TV stations and learned about the New Orleans Press Club's activities. A Louisiana Offshore Oil Port representative reviewed his facility's operations, while a public relations expert described how he handles media relations for oil industry clients. One delegate, an editor for the influential *Weekly Mirror*, later shared her impressions of the visit in a wide-ranging article entitled "Do You Love Jazz? New Orleans a Year After Katrina."



AP writer John Porretto (left) confers with journalist Andriy Komendo of Interfax-Ukraine. Komendo's delegation heard firsthand how Porretto oversaw the AP's post-Katrina coverage in New Orleans.



An exchange on **accessibility** brought four Russian NGO leaders to Tucson, Ariz., to experience how its citizens with disabilities are included in the workplace, schools, and the community. As host Nancy Stanley of International Training & Consulting noted, the delegates, all wheelchair users, “came here to observe persons with disabilities and community support for them. Thus, every activity became a professional activity”—including outings to a wheelchair rugby tournament and an outdoor desert museum. The delegates visited organizations that train workers with disabilities; observed mainstreamed and special education classes in local schools; and learned about the University of Arizona’s services for students with disabilities. Discussions with state Supreme Court Justice Michael D. Ryan, himself a disabled veteran, independent living center staff, and a law professor covered disability law and the disability rights movement.



Russian disability activists tour Tucson’s desert environs during an Open World study trip on accessibility conducted in October.

Ukrainian environmentalists prepare to tour a San Francisco recycling center. Their areas of activity range from protecting biodiversity in the Crimea to inventorying greenhouse gas emissions.



Eight regional leaders of Ukraine’s fledgling environmental movement visited the San Francisco Bay Area in September for a study trip focused on **environmental education, sustainable cities, and NGO development**. Most of the delegates belong to the Khortinsky Forum, a new Ukrainian environmental network. Trip highlights included site visits to an environmental demonstration farm and a green building; sessions on environmental enforcement and volunteer recruitment; briefings at San Francisco’s environment department; and Q and A with the chair of the Palo Alto Mayor’s Green Ribbon Task Force on Climate Protection. One impressed Californian gave each delegate a \$200 donation for their organization or cause. Three delegates subsequently won grants from the Global Greengrants Fund thanks to recommendations from their host organization, the Berkeley-based Center for Safe Energy of Earth Island Institute.



RUSSIAN CULTURAL LEADERS

A throat singer, a war memoirist, and the State Library of Foreign Literature's cultural programmer were among the year's participants in Open World's Russian Cultural Leaders Program, which offers short residencies at U.S. cultural institutions and universities to young leaders in the fields of music, folk art, film, literature, and arts

management. Visits emphasize two-way learning, with delegates sharing their artistry and expertise with their host organizations and communities. In examples of such interchange from 2006, Russian jazz artists practiced with music icon Dave Brubeck before performing at the Monterey Jazz Festival; traditional textile artists demon-

strated their crafts at Santa Fe's Museum of International Folk Art and studied the museum's own holdings; and visiting opera directors observed and commented on preparations for a Sonoma City Opera premiere. Two representative exchanges from 2006 are described below.

La Crosse, Wis.'s sesquicentennial celebration provided a living laboratory for seven **Russian cultural managers** studying heritage tourism there in August through Open World. The delegates—city cultural officials, museum administrators, and the head of the Russian Association of Cultural Managers (ACM)—attended anniversary events, took workshops on cultural heritage tourism and festival organization, and traveled to other area communities to learn about cultural heritage tourism as a strategy for rural economic development. As a result of the trip, ACM and Volgograd Region are organizing a 2007 cultural heritage tourism conference in Uriupinsk. World Services of La Crosse conducted the exchange in partnership with the La Crosse Historical Society, the La Crosse Area Convention and Visitors Bureau, and the La Crosse Sesquicentennial Committee.



Russian cultural managers and Victorian-garbed volunteers mingle at the rededication ceremony for the historic S.S. Burton House in La Crosse, Wis.

The Russian Cultural Leaders Program operates with support from the National Endowment for the Arts and logistical assistance from CEC ArtsLink, a U.S.-based international arts service organization.



Writer Mikhail Butov, best known for his prize-winning novel Freedom, gives a public reading at the University of Iowa in Iowa City.

Through Open World, four cutting-edge **Russian authors**—Mikhail Butov (pictured), Kseniya Golubovich, Polina Kopylova, and Lev Usyskin—joined fellow writers from 26 other countries as participants in the University of Iowa's fall International Writing Program (IWP), the world's largest and oldest multinational writing residency. During their two-week stay on the Iowa City campus, the delegates analyzed translations of their writings with students

in the university's International Translation Workshop, gave public readings of their works, and attended graduate seminars, including one led by former poet laureate Robert Hass. They also made presentations on the publishing scene in Russia and on the wider challenges and opportunities of the post-Soviet transition. As a result of the visit, delegate Kseniya Golubovich was awarded a fellowship to attend the full three-month IWP fall residency in 2007.



CONFERENCES

SISTER CITIES CONFERENCE

In mid-July, 17 Russian Open World participants joined some 1,200 municipal officials and citizens from 35-plus countries for the Sister Cities International (SCI) 50th anniversary conference

in Washington, D.C. SCI—which promotes cultural understanding and economic development through city-to-city partnerships—nominates and hosts delegates for Open World through the Academy for Educational Development, an Open World grantee.

The visiting Russians—including a city council chairwoman, a top official with the Sochi 2014 Olympic bid committee, and a female TV journalist—attended the conference as part of their Washington orientation before heading to their U.S. sister cities for professional programs. The four sister-community partnerships participating in this special exchange were Blount County, Tenn.–Zheleznogorsk, Krasnoyarsk Territory; Long Beach, Calif.–Sochi, Krasnodar Territory; Louisville, Ky.–Perm, Perm Region; and Saratoga Springs, N.Y.–Chekhov, Moscow Region.

Open World delegates from Chekhov, Russia, prepare an exhibit on their city to display the next day at the Sister Cities International 50th anniversary conference, held on Capitol Hill.



During the conference, the Russians staffed exhibits on their cities' "best practices" and cohosted a session on U.S. and Russian volunteerism. They also had meetings at the offices of Sen. Mitch McConnell (Ky.), Sen. Lamar Alexander (Tenn.), Rep. John Sweeney (N.Y.), and Rep. Dana Rohrabacher (Calif.).

ALUMNI CONFERENCES

Open World sponsored two privately funded alumni conferences in Russia in 2006: "Business Models and Best Practices in the Social Services Sector," held in Tver in April, and "Successful Public-Private Partnerships in Community Development," held in Sochi in October. At the Tver conference, 34 alumni from western Russia looked at ways of integrating successful business practices into social services delivery. Tver was chosen as the conference site because so many area alumni are involved in civic projects. The event took place at a computer training complex established by an alumnus as a result of his study of economic development strategies on a 2003 exchange to Washington, D.C.

The Sochi conference focused on how to implement successful public-private

partnerships, a topic selected with the city's 2014 Olympics bid in mind. Thirty-nine alumni from the region took part, as did another 18 leaders from Sochi's public and private sectors and two Open World hosts from Long Beach,

Sochi's U.S. sister city. Several alumni spoke on effective public-private partnerships they had undertaken; other sessions covered professional ethics, corporate social responsibility, and employee training programs.

Attendees at the Tver Open World conference brainstorm ideas for increasing alumni collaboration on social service projects.





PROGRAM INFORMATION

PROGRAM HISTORY

Congress launched Open World exchanges for emerging Russian leaders 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 with a public-private board of trustees to manage the exchange program. The new administering agency, the Open World Leadership Center, opened its doors at the Library of Congress in October 2001. Congress made the other post-Soviet states, as well as Russian cultural leaders, eligible for Open World in 2003, and one year later extended program eligibility to any other country designated by the Center's board. In July 2006, the board approved new exchanges for Azerbaijan, Georgia, Kyrgyzstan, Moldova, and Tajikistan, and continued the original exchange with Russia and a program with Ukraine that had begun in 2003.

STATISTICS

Open World has brought 11,738 current and future leaders from Russia, Ukraine, Lithuania, and Uzbekistan to the United States since 1999.

More than 6,500 federal, regional, and local government officials have participated in Open World.

The average age of Open World delegates is 38.

51 percent of Open World delegates are women.

Nearly 1,600 communities in all 50 U.S. states have hosted Open World participants.

Statistics are as of December 31, 2006.

OPEN WORLD LEADERSHIP CENTER STAFF

Washington, D.C.

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Ambassador (Ret.)

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Maura Shelden

Moscow

Program Coordinator

Alexander Khilkov

Deputy Program Coordinator

Yelena Yefremova



2006 NATIONAL HOST ORGANIZATIONS

Each year the Open World Leadership Center competitively selects organizations across the United States to carry out its community-based professional exchanges. These “national host organizations” conduct the visits themselves or recruit and oversee a network of local affiliates and partners that do so. The Center gratefully acknowledges the following organizations for serving as national hosts for Open World delegations in 2006:

| | |
|---|------------------------------|
| Academy for Educational Development | <i>Washington, D.C.</i> |
| American International Health Alliance | <i>Washington, D.C.</i> |
| Brubeck Institute at the University of the Pacific | <i>Stockton, Calif.</i> |
| CEC ArtsLink | <i>New York, N.Y.</i> |
| Center for Safe Energy | <i>Berkeley, Calif.</i> |
| Friendship Force International | <i>Atlanta, Ga.</i> |
| International Institute, Graduate School, USDA | <i>Washington, D.C.</i> |
| International Writing Program at the University of Iowa | <i>Iowa City, Iowa</i> |
| Keystone Human Services International | <i>Harrisburg, Pa.</i> |
| League of Women Voters | <i>Washington, D.C.</i> |
| Lionel Hampton Center at the University of Idaho | <i>Moscow, Idaho</i> |
| Magee Womancare International | <i>Pittsburgh, Pa.</i> |
| National Council for the Traditional Arts | <i>Silver Spring, Md.</i> |
| National Peace Foundation | <i>Washington, D.C.</i> |
| Pacific Environment | <i>San Francisco, Calif.</i> |
| Rotary International | <i>Evanston, Ill.</i> |
| Russian American Rule of Law Consortium | <i>Burlington, Vt.</i> |
| Sonoma City Opera | <i>Sonoma, Calif.</i> |
| Terrorism, Transnational Crime and Corruption Center | <i>Washington, D.C.</i> |
| University of Louisville School of Music | <i>Louisville, Ky.</i> |
| U.S.-Ukraine Foundation | <i>Washington, D.C.</i> |
| Vital Voices Global Partnership | <i>Washington, D.C.</i> |
| West Chester University Poetry Center | <i>West Chester, Pa.</i> |
| Women & Politics Institute at American University | <i>Washington, D.C.</i> |
| World Services of La Crosse, Inc. | <i>La Crosse, Wis.</i> |

Photo: Attendees at the Open World Leadership Center's planning session for 2006 national host organizations.

FINANCIAL INFORMATION

In fiscal year 2006, the Open World Leadership Center received \$13,860,000 in appropriated funds, \$500,000 in interagency transfers, and \$112,400 in direct private donations.

The Open World Leadership Center submitted a complete set of financial statements for fiscal year 2006 to the independent public accounting firm of Kearney & Company for a full audit. Kearney & Company gave the Center an unqualified (clean) audit opinion on these financial statements and reported no material weaknesses or reportable conditions in Open World's internal control, and no instances of noncompliance with laws and regulations affecting the financial statements. The table to the right (with accompanying notes) and the one immediately below present the fiscal year 2006 financial highlights for the Center's Balance Sheet and Statement of Net Costs. Both tables are excerpted from the Center's Financial Statements for Fiscal Year 2006. The Financial Statements document (with notes) and Kearney & Company's Independent Auditor's Report are available in full on the Open World website at www.openworld.gov.

OPEN WORLD LEADERSHIP CENTER Statement of Net Costs

For the Fiscal Year Ended September 30, 2006

| Net Costs by Program Area: | 2006 |
|--------------------------------|---------------------|
| Open World Leadership Center: | |
| Program Costs | \$14,548,843 |
| Less Earned Revenue | 0 |
| Net Costs of Operations | \$14,548,843 |

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

OPEN WORLD LEADERSHIP CENTER

Balance Sheet

As of September 30, 2006

| | 2006 |
|--|---------------------|
| ASSETS | |
| Entity Assets: | |
| Intragovernmental Assets | |
| Fund Balance with Treasury (Note 2) | \$ 1,966,957 |
| Investments (Note 3) | 13,248,434 |
| Prepayments (Note 4) | 397,298 |
| Other (Note 5) | 6,039 |
| Total Assets | \$15,618,728 |
| LIABILITIES | |
| Intragovernmental Liabilities | |
| Accounts Payable and | |
| Accrued Funded Payroll Benefits | \$ 4,459 |
| Accounts Payable and | |
| Accrued Funded Payroll Benefits | 2,952,280 |
| Unfunded Annual and Compensatory Leave | 58,105 |
| Total Liabilities | \$ 3,014,844 |
| NET POSITION | |
| Cumulative Results of Operations - Earmarked | 12,603,884 |
| Total Net Position | 12,603,884 |
| Total Liabilities and Net Position | \$15,618,728 |

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

Note 2. Fund Balance with Treasury

| | 2006 |
|--------------|--------------------|
| Trust Funds | \$ 548,258 |
| Gift Funds | 1,418,699 |
| Total | \$1,966,957 |

Note 3. Investments, net

OWLC funds that are not needed currently to finance current activities are invested in interest-bearing obligations of the United States. OWLC 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 \$13,248,434 as of September 30, 2006. Annual investment rates were from 4.125% to 4.625% in fiscal year 2006.

| | |
|-------------------------|---------------------|
| Face Value | \$13,097,000 |
| Interest Receivable | 151,434 |
| Investments, Net | \$13,248,434 |

Note 4. Prepayments

OWLC awards grants to approximately 25 organizations with exchange-program expertise that are competitively selected for the purpose of hosting the foreign delegates. As of September 30, 2006, \$397,298 had been paid to but not yet used by these organizations to carry out their services. These funds are expected to be used by the organizations during fiscal year 2007.

Note 5. Other Assets

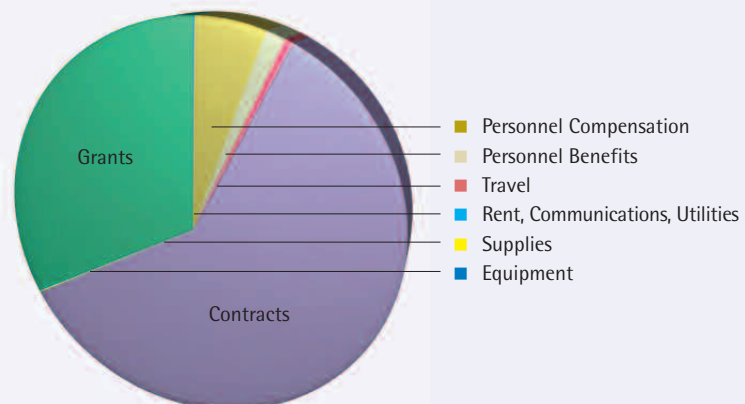
Other assets primarily consist of leasehold improvements and payroll related accounts receivable.

OPEN WORLD LEADERSHIP CENTER OBLIGATIONS FY 2006

| Category | FY2006 Actual Obligations |
|---------------------------------|---------------------------|
| Year-End Adjustment | \$ - 14,158 |
| Personnel Compensation | 718,202 |
| Personnel Benefits | 193,043 |
| Travel | 79,671 |
| Transportation | 726 |
| Rent, Comm., Utilities | 3,102 |
| Printing | 1,370 |
| Other Services/Contracts | 8,084,142 |
| Supplies | 11,725 |
| Equipment | 3,304 |
| Grants | 4,377,286 |
| TOTAL - FY06 Obligations | \$13,458,414 |

Note: Center administrative costs equal \$943,000 or 7 percent of total obligations.

DISTRIBUTION OF SELECT OBLIGATIONS CATEGORIES, FY2006



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.

The Open World Leadership Center would like to acknowledge the agencies and organizations that worked so effectively with Center staff to carry out general program operations and specialized programming in 2006, and the donors that so generously supported the Center's alumni program:

General Program Support

The **LIBRARY OF CONGRESS** provided the Open World Leadership Center with financial-management services, administrative support, and office space through an interagency agreement. It was also the site of most delegations' U.S. arrival orientations.

U.S. EMBASSY STAFF IN MOSCOW AND KYIV made recommendations on nominating organizations and themes for Open World's 2006 programs; participated in nominating and selecting candidates; hosted candidate vetting sessions; and took part in predeparture orientation sessions and alumni events. Embassy staff also served as the Center's liaison with Russian and Ukrainian government and nongovernmental entities.

The nonprofit **AMERICAN COUNCILS FOR INTERNATIONAL EDUCATION** provided administrative and logistical support to Open World on a contractual basis. American Councils staff in Washington, D.C., assisted with planning and record keeping, made participants' travel arrangements, organized Washington, D.C. arrival orientations; and advised hosts on local program content, procedures, and cross-cultural issues. Overseas staff assisted with forming and placing delegations, obtained participants' visas, organized predeparture orientations, managed program databases, and hired and trained the English-speaking facilitators who accompanied delegations.

THE PBN COMPANY, an international strategic communications consultancy, assisted Open World with media relations and development strategy in the United States, Russia, and Ukraine.

Cultural Leaders Program

Major support for Open World's Cultural Leaders Program is provided through partnership and funding from the **NATIONAL ENDOWMENT FOR THE ARTS** (NEA), which works with Open World to find opportunities for dialogue and collaboration between Russian artists and arts managers and their U.S. counterparts. The NEA also provides guidance on program design and content.

Rule of Law Program

The **U.S. JUDICIAL CONFERENCE COMMITTEE ON INTERNATIONAL JUDICIAL RELATIONS** (IJRC) coordinates the U.S. 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 for Russia and Ukraine and organized federal court participation in the program, recruiting federal host judges and providing general program guidance. In its capacity as the U.S. federal judiciary's administrative arm, the **ADMINISTRATIVE OFFICE OF THE U.S. COURTS** provides staff support to the IJRC. Committee staff assisted Open World federal host judges and organized the Washington orientations for Open World rule of law delegations.

Alumni Outreach Program

PROJECT HARMONY, a Vermont-based nonprofit organization with offices in Russia, Ukraine, and other Eurasian countries, managed Open World's 2006 alumni outreach program across Russia, published the *Open World Alumni Bulletin*, and maintained Open World's multilingual website, www.openworld.gov.

THE RUSSELL FAMILY FOUNDATION in Gig Harbor, Wash.; **TNK-BP** oil company, headquartered in Moscow; and former U.S. ambassador to Russia and Open World Trustee **JAMES F. COLLINS** provided funding in 2006 to make possible Open World's alumni outreach program.



2006 LOCAL HOST ORGANIZATIONS

Open World would like to thank the following organizations and institutions for hosting our delegations in 2006:

Alabama

Friendship Force of Birmingham
 Friendship Force of Montgomery
 University of Alabama in Huntsville, Office of
 International Programs and Services*

Alaska

Alaska/Khabarovsk Rule of Law Partnership
 Committee
 Prince William Sound Regional Citizens'
 Advisory Council
 Rotary Club of Homer-Kachemak Bay

Arizona

Corporate Education Consulting, Inc.
 International Training and Consulting, Inc.*
 U.S. District Court for the District of Arizona

Arkansas

Arkansas Council for International Visitors*
 Arkansas River Valley Regional Library
 League of Women Voters of Washington
 County
 Rotary Club of Bentonville/Bella Vista Noon

California

The Altai Project of the Center for Safe Energy
 Brubeck Institute at the University of
 the Pacific†
 Center for Safe Energy*†
 Citizen Diplomacy Council of San Diego
 International Visitors Council of Los Angeles
 League of Women Voters of San Luis Obispo
 County
 Long Beach/Sochi Sister City Association*
 Oakland/Nakhodka Sister City Association
 Rotary Club of Paso Robles
 Russian-American Business and Arts Council
 Sacramento City College Foundation
 Santa Cruz Sister Cities Support
 Sonoma City Opera†
 Tahoe-Baikal Institute
 U.S. Bankruptcy Court for the Central District
 of California
 U.S. Bankruptcy Court for the Southern District
 of California
 U.S. District Court for the Central District of
 California*
 Wilshire Rotary Club of Los Angeles

Colorado

Colorado Springs - Smolensk Sister City
 Committee
 Friendship Force of Northern Colorado
 Rotary Club of Aspen
 Rotary Club of Longmont
 Rotary Club of Parker
 Rotary Club of Westminster

Connecticut

Connecticut/Pskov Rule of Law Partnership
 Committee

Delaware

Rotary Club of Wilmington
 U.S. District Court for the District of Delaware

District of Columbia

Center for International Programs*
 National Peace Foundation - Urban Schools
 Program*†
 Rotary Club of Washington, DC
 Terrorism, Transnational Crime and Corruption
 Center*†
 Vital Voices Global Partnership*†
 Wider Opportunities for Women
 Women & Politics Institute at American
 University*†

Florida

Friendship Force of Florida Suncoast
 International Visitor Corps of Jacksonville
 Miami Dade College, Office of International
 Education
 Rotary Club of Coral Springs
 Rotary Club of Seminole County South
 Stetson University College of Law
 St. Petersburg College
 U.S. District Court for the Middle District
 of Florida

Georgia

Georgia Council for International Visitors*

Idaho

Lionel Hampton Center at the University
 of Idaho†

Illinois

The Chicago Jazz Ensemble, Columbia College
 Chicago One Rotary Club
 Heartland International
 International Visitors Center of Chicago*
 League of Women Voters of Oak Park and River
 Forest
 Springfield Commission on International
 Visitors
 U.S. District Court for the Northern District of
 Illinois
 U.S. District Court for the Southern District of
 Illinois

Indiana

Indiana Supreme Court

Iowa

Friendship Force of Cedar Rapids-Iowa City

International Training, Education &
 Business Services & Associates (ITEBS), LLC
 International Writing Program at the University
 of Iowa†
 Iowa Sister States*
 League of Women Voters of Ames
 Marshalltown Medical and Surgical Center
 Mary Greeley Medical Center
 OPEN (Organization Promoting Everlasting
 Neighbors)
 Osage Community Sister City Organization
 Southeastern Community College
 U.S. District Court for the Southern District of
 Iowa

Kansas

Rotary Club of West Wichita

Kentucky

Sister Cities of Louisville, Inc.
 University of Louisville School of Music*†
 U.S. District Court for the Western District of
 Kentucky*
 World Affairs Council of Kentucky and
 Southern Indiana*

Louisiana

New Orleans Citizen Diplomacy Council*

Maine

Maine/Arkhangelsk Rule of Law Partnership
 Committee

Maryland

International Education Associates*
 Maryland/Leningrad Oblast Rule of Law
 Partnership Committee
 Office of the Maryland Secretary of State
 Rotary Club of Aberdeen
 Rotary Club of Annapolis
 Rotary Club of Bel Air
 Rotary Club of Parole
 U.S. District Court for the District of Maryland

Massachusetts

Cape Cod Community College
 International Center of Worcester
 Massachusetts/Tomsk Rule of Law Partnership
 Committee
 Rotary District 5950

Michigan

Colleagues International*
 Rotary Club of Livingston Sunrise
 Washtenaw County Prosecutor's Office

Minnesota

League of Women Voters of Minneapolis



Martin County Library System
 North Country Regional Hospital
 Our Savior's Lutheran Church
 Rotary Club of Hibbing
 Rotary Club of Hibbing Chisholm
 Rotary Club of White Bear Lake
 U.S. District Court for the District of Minnesota
 Women in Business

Missouri

Friendship Force of St. Louis
 International Visitors Council of Greater Kansas City
 World Affairs Council of St. Louis

Montana

Advisory Commission on International Relationships, City of Great Falls
 Montana Center for International Visitors*

Nebraska

Applied Information Management (AIM) Institute
 Friendship Force of Eastern Nebraska
 Friendship Force of Lincoln*

Nevada

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

New Hampshire

CEC ArtsLink†
 New Hampshire/Vologda Rule of Law Partnership Committee

New Jersey

League of Women Voters of the Montclair Area
 Montclair State University, Global Education Center

New Mexico

Los Alamos/Sarov Sister City Initiative
 Santa Fe Council on International Relations*
 Southwest Research and Information Center
 Thomas Branigan Memorial Library

New York

Albany-Tula Alliance
 Buffalo-Tver Sister Cities, Inc.
 CEC ArtsLink†
 Greater Rochester Area Branch of the American Association of University Women
 Hofstra University School of Law
 International Center of Syracuse*
 International Institute of Buffalo*
 League of Women Voters of the Rochester Metropolitan Area

Linkages of Rochester
 Rotary Club of Shenendehowa
 Saratoga-Chekhov Sister City Partnership
 U.S. District Court for the Eastern District of New York
 U.S. District Court for the Northern District of New York
 Western New York/Novgorod Rule of Law Partnership Committee

North Carolina

Asheville Sister Cities, Inc.
 The Brown Angel Center
 Charlotte Sister Cities
 Friendship Force of Western North Carolina
 International Affairs Council
 International House of Metrolina*
 Kostroma Committee of Sister Cities of Durham
 Rotary Club of Charlotte East
 Scian: The Institute for Scientific Policy Analysis
 The University of North Carolina at Chapel Hill

North Dakota

Peace Lutheran Church

Ohio

Akron International Friendship
 Cincinnati-Ukraine Partnership
 Cleveland Council on World Affairs*
 International Visitors Council of Columbus
 Supreme Court of Ohio

Oklahoma

Friendship Force Oklahoma
 League of Women Voters of Bartlesville
 Rotary Club of Oklahoma City
 U.S. District Court for the Western District of Oklahoma

Oregon

Corvallis Sister Cities Association
 Grants Pass Sister City Committee
 League of Women Voters of Lane County
 Oregon/Sakhalin Rule of Law Partnership Committee
 World Affairs Council of Oregon*

Pennsylvania

American Institute of Finance and Technology*
 Keystone Human Services International†
 Magee Womancare International*†
 Mid-Atlantic - Russia Business Council
 Pittsburgh Council for International Visitors
 Rotary Club of Blue Bell
 U.S. District Court for the Eastern District of Pennsylvania
 West Chester University Poetry Center†

Rhode Island

U.S. District Court for the District of Rhode Island
 World Affairs Council of Rhode Island

Tennessee

Blount County Sister City Organization
 Southwest Tennessee Community College
 University of Tennessee, International Programs for Agriculture & Natural Resources

Texas

Lamar University
 League of Women Voters of Tyler
 Rotary Club of Frisco Noon
 Rotary Club of Grapevine
 Rotary Club of San Antonio North Central

Utah

International Hosting
 Utah Tooele Sister City Committee

Vermont

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

Virginia

National Council for the Traditional Arts†
 Norfolk Sister Cities Association, Inc.
 Rotary Club of Alexandria
 Rotary Club of James City County
 Rotary Club of Lynchburg
 Rotary Club of Stafford
 U.S. District Court for the Eastern District of Virginia

Washington

EarthCorps
 Pacific Environment†
 Rotary Club of Lewis River
 Rotary Club of West Seattle
 Rotary District 5100
 Spokane Community College
 U.S. District Court for the Western District of Washington
 World Affairs Council of Seattle

West Virginia

Center for International Understanding, Inc.*

Wisconsin

Fox Valley Technical College
 Friendship Force of Greater Milwaukee
 La Crosse Dubna Friendship Association
 Madison Area Technical College
 Northcentral Technical College
 Rotary Club of Hudson Daybreak
 World Services of La Crosse, Inc.†

* This organization hosted two or more local Open World exchanges in 2006.

† Staff or representatives of this national host organization conducted local hosting.