

OPEN WORLD LEADERSHIP CENTER

Annual Report



2005

OPEN WORLD 2005 ANNUAL REPORT

OPEN WORLD LEADERSHIP CENTER
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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 pleasure to submit to you, on behalf of the Open World Leadership Center Board of Trustees, the Center's annual report for 2005. Through Open World, Congress has enabled more than 10,500 leaders from Russia and other countries of the former Soviet Union to observe and experience American democracy, free enterprise, and civil society. And our more than 5,000 host families in 1,500 communities in all 50 states have enabled our participants to return home with new friendships and a truer understanding of American life.

This 2005 report to Congress gives an overview of the entire Open World experience, from the program's competitive selection process through its continuing interaction with alumni. It illustrates the program's breadth, with hosting highlights from Maine to California and alumni highlights from the Russian Northwest to the Russian Far East. It also illustrates the program's depth, with examples from a mayor, a judge, a city councilor, a social services official, and other participants of the various ways in which Open World has helped emerging leaders to implement change.

Open World owes much of its success to its first executive director, Geraldine Otremba. My fellow board members and I deeply appreciate her dedicated and effective service from 1999 through 2005, and we have been pleased to welcome the Center's experienced new head, Ambassador Richard Miles, who joined us in early 2006.

In 2005 the Board was strengthened by the addition of two new and distinguished citizen members, former U.S. Ambassador to Spain George L. Argyros and former U.S. Representative Amo Houghton, who previously served on the Board as a congressional member. All of us on the Board thank the Congress for its continued support of Open World's important mission, and look forward to working with Members as we refine the program, broaden its reach, and take it in new directions.

Respectfully,

James H. Billington
Chairman of the Board of Trustees



MESSAGE FROM THE EXECUTIVE DIRECTOR

It is a great honor for me to have been selected as the new Executive Director of the Open World Leadership Center. Open World is truly a wonderful program, as can be seen in the following pages of the 2005 Annual Report. Dr. Billington, the members of the Open World Leadership Center Board of Trustees, and many Members of the U.S. Senate and House of Representatives have worked to build a program in which all of us – and the participants themselves – can take pride. Nor do I want to neglect our partner organizations, grantees, and local hosts, who do so much to make the program work.

Geraldine Otremba, who preceded me as Executive Director, deserves the gratitude of all who have participated in the Open World Program over the past years. And thanks go also to Program Administrator Aletta Waterhouse for so ably stepping into Ms. Otremba's shoes after Ms. Otremba resumed her full-time job as Director of the Library of Congress's Congressional Relations Office. Both of these skilled and dedicated professionals have been extraordinarily helpful to me.

At the direction of the Board of Trustees, the Center – under the guidance of Board Member and former U.S. Ambassador to Russia James Collins – has been working on a plan to expand the Open World Program into several more countries of the region. We will soon announce which countries will be included, and we look forward to working with the

U.S. Embassies and our partners in implementing this part of our program.

In closing, let me emphasize how excited I am to be part of the Open World family. We all believe that we are actively building greater understanding between East and West. This is a benefit not just to the present generation but to future generations as well. It is a great success story.

Sincerely,

Richard Miles
Executive Director

1999	Apr. Dr. Billington proposes large-scale Russian leadership exchange to Members of Congress	May Congress establishes Open World as Library of Congress-administered pilot program	July First Open World delegations arrive in United States	2000	Apr. First alumni conference convenes in Moscow	Nov. Congress extends Open World for another year	2001	July Open World launches rule of law program for Russian jurists in partnership with U.S. judges	2002	Apr. Congress creates new legislative branch agency to manage Open World	Dec. Open World Leadership Center officially opens at Library of Congress
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WELCOME TO OPEN WORLD

Since 1999, the U.S. legislative branch has housed and supported one of America's largest and most forward-looking public-diplomacy initiatives, the Open World Program. Founded to build mutual understanding between the emerging leaders of Russia and the United States, the program has also hosted high-level delegations from Ukraine, Lithuania, Uzbekistan, and Belarus in recent years.

In 2005, Open World welcomed 1,552 local legislators, regional administrators, mayors, judges, newspaper editors, NGO directors, and other young leaders from Russia and Ukraine to the United States for short-term, high-impact visits. Like Open World's 9,000-plus previous participants, they experienced American democracy and civil society, worked with their American peers, lived in American families and communities, and gained new ideas and inspiration for effecting change back home.

The program's administering agency, the Open World Leadership Center,

competitively selected more than 20 U.S. organizations to carry out the 2005 visits, either on their own or through a network of local affiliates or partner organizations. These local host organizations included government entities such as the Alaska Court System; higher-education institutions such as the University of North Carolina at Chapel Hill; civic associa-

tions such as the American Association of University Women-Carbondale (Ill.); and international visitors organizations such as the International Center of Syracuse (N.Y.).

We invite you to explore the Open World experience and learn more about some of the many people and places involved in our program.



Ohio Supreme Court Chief Justice Thomas J. Moyer (right) offers a traditional welcome of bread and salt to a 2005 Open World judicial delegation from Ukraine. (National grantee: Russian American Rule of Law Consortium)

<p><i>May</i> Open World achieves hosting from all 89 Russian regions</p>	<p><i>Feb.</i> Congress extends Open World eligibility to all Freedom Support Act countries and the Baltics; creates exchange for Russian cultural leaders</p>	<p><i>Dec.</i> Ukrainian and Uzbek delegations begin arriving</p>	<p><i>Feb.</i> First Lithuanian delegates travel to the United States</p>	<p><i>Mar.</i> Ukrainian rule of law program begins</p>
2004				
<p><i>Sept.</i> Open World achieves hosting in all 50 U.S. states</p>	<p><i>May</i> Lithuania, Ukraine, and Uzbekistan approved for pilot programs by Center trustees</p>	<p><i>Nov.</i> Open World welcomes first Russian cultural delegations</p>	<p><i>Dec.</i> Congress authorizes Open World to operate in any country</p>	<p>2005</p>
				<p><i>Oct.</i> Open World hosts 10,000th participant</p>



SELECTION PROCESS

To become an Open World delegate, an individual must first be recommended by one of the program's designated nominating organizations. In 2005, more than 60 U.S., Russian-, and Ukrainian-based organizations and government entities nominated for Open World, among them the Moscow School of Political Studies, the Independent Association of Broadcasters of Ukraine, the Russian League of Women Voters, and the U.S. Agency for International Development.

Open World's target candidates are emerging political and civic leaders

under age 46 who are committed to positive change and who have had little or no prior professional exposure to the United States. Nominees submit detailed applications describing their professional duties, career history, education, political involvement, community work, and goals for participating in the program. Open World staff convene and chair vetting committees at the U.S. Embassies in the candidates' home countries that review the applications and select program finalists.

Below, Open World Program Coordinator Alexander Khilkov (center back) and Deputy Program Coordinator Yelena Yefremova (second from left) lead a vetting committee reviewing candidate applications. Vetting committees are composed of Open World staff, embassy and other U.S. government officials with expertise in the program's focus themes, and, often, outside subject experts. Committee members evaluate applicants on the degree to which their professional and personal qualifications meet the program's selection criteria and priorities, and on their professional level, leadership potential, community and civic involvement, and likelihood of benefiting from a U.S. visit.



As president of the Confederation of Russian Businesswomen, Open World nominator **Lydia Blokhina** works to expand opportunities for women in Russia's economic and political life. A former entrepreneur herself, she is a well-known and respected figure in her country's business and civic circles. The 70-plus participants her confederation's national office and regional branches have successfully nominated for Open World include local officials, NGO leaders, journalists, and civic-oriented businesswomen from across Russia.

"I believe the program provides great value to people, both personally and professionally," says Blokhina. "One of the key benefits that I think my business participants get from the program is the opportunity to visit enterprises that are managed by women and discuss with them a wide range of professional issues, such as corporate social responsibility. This has become a very vital topic in Russia, and the exchange of ideas and experience with American counterparts on what it is to be a responsible business is very beneficial to Russian businesswomen." She adds, "After visiting American offices and staying at American homes, our participants come back with expanded horizons and a changed attitude to America and Americans. It's a positive change."



U.S. Ambassador to Ukraine **John Herbst** addressed Open World's first post-Orange Revolution Ukrainian delegations before their March departure from Kyiv, and also spoke at the October Kyiv orientation for a judicial exchange group. "It was an honor to help send off these Open World participants, who are some of the most impressive leaders of the emerging Ukraine," says Ambassador Herbst. "I know they benefited from seeing how a mature democracy protects the rule of law, promotes freedom of speech, and produces accountable government. And I know the Americans who met with these leaders were inspired by their involvement in shaping a new democracy."

ORIENTATION SESSIONS

All 2005 Open World delegates took part in group orientations to prepare for their host-community stays. Before leaving their home country, Russian participants traveled to Moscow or Vladivostok, Ukrainian participants to Kyiv, for a daylong predeparture orientation on logistics and programming. Another important function of this session was to familiarize delegates with cultural differences they would encounter stateside, like the American practices of using first names in business and holding working lunches.

Virtually all delegates also had arrival orientations, usually in Washington, D.C. These one- or two-day programs featured briefings on American government and culture, talks by guest speakers, and tours of the Supreme Court, the Library of Congress, or the National Archives. By the time the delegates departed for their different host communities, they had also had the chance to become acquainted with fellow leaders from across their own country.



Reps. Ray LaHood of Illinois (above left, standing in foreground) and Marcy Kaptur of Ohio (above right, behind desk), give a congressional welcome to Ukrainian Open World delegations in Washington for orientation. Rep. LaHood spoke to an October judicial group about the rule of law; Rep. Kaptur, who



cochairs the Congressional Ukrainian Caucus, discussed Ukrainian democracy with journalists and election experts in March. Also taking part in the October event with Rep. LaHood were veteran Open World hosts U.S. District Judge Michael M. Mihm of Illinois (standing, back) and Vermont Supreme Court

Justice John A. Dooley (far left). Guest speakers at Open World's 2005 Washington orientations also included executive branch officials, former U.S. ambassadors and Foreign Service officers, and scholars.



PROFESSIONAL EXPERIENCE

After the arrival orientation, delegates travel in small teams to different U.S. communities for the core of the Open World Program: an intensive week of site visits, job shadowing, Q and A, and other professional activities conducted by Open World's local hosting partners. Each team is organized around – and focuses on – a set theme. The 2005 Russia program's themes were economic development, environment, health/social services, local governance, rule of law, and women as leaders; the Ukrainian program's were electoral processes, independent media, NGO development, and rule of law.

Open World delegates get out of the lecture hall and into the field. To learn about American local gover-

nance, Russian officials visiting Tucson, Ariz., in 2005 attended a city council meeting, debriefed the mayor, and studied the operations of the town of Oro Valley with the city manager and department heads. Russian jurists hosted in Urbana, Ill., observed trials, held talks with judges, and toured a jail. Ukrainian journalists joined the editors' daily "news huddle" at the *Minneapolis Star Tribune*; Ukrainian elections teams practiced electronic voting with the Bergen County (N.J.) superintendent of elections and walked through how voter registration lists are created with the Arlington (Va.) registrar of voters. Delegates shared their expertise by making presentations, giving interviews, and serving as panelists at public forums.



When he traveled to Portland, Maine, in December on Open World, **Dmitriy Lugovoy** was a year into his term as mayor of Solovetskiy, Arkhangelsk Region, one of Russia's most remote yet historically significant communities. Located on the subarctic Solovetskiy Islands, the municipality is the site of a legendary monastery and the first Soviet prison camp, where Open World cofounder Dmitriy Likhachev was an inmate. Lugovoy's administration faces the important tasks of helping to improve the isolated community's economy and living standards, restore the monastery, and preserve the camp's structural remains.

Open World's Portland partner, the Archangel Committee, organized a visit responding to these priorities. Mayor Lugovoy and his fellow delegates from Solovetskiy reviewed social services delivery at area nonprofits; discussed local governance with Rep. Tom Allen, Maine Secretary of State Matt Dunlap, and Portland Mayor James Cohen; and studied historic-site management and tourism at Maine museums. Notes Lugovoy, "We are going through a period of significant change in Russia, where municipalities are increasingly being asked to take their own initiative. The lessons my delegation learned in Maine will help us greatly during this transition."



Maykop City Council Budget Committee Chair Andrey Borodin (center, gesturing) and his fellow Russian delegates, all city economic and finance officials, quiz Knox County (Tenn.) Property Assessor John Whitehead (far left) on how his office determines property values. As a real-world example, the computer screen shows the delegates information on the home of Frank Leuthold (back, in tie), a former Knox County commissioner and professor emeritus of the University of Tennessee, the Russians' host institution. (National grantee: Academy for Educational Development)

St. Petersburg poet Aleksandr Skidan (at lectern) gives a reading at Square Books in Oxford, Miss., during the 12th Oxford Conference for the Book in April. Skidan was one of four new-generation Russian writers taking part in a weeklong residency at the University of Mississippi in Oxford through Open World's Cultural Leaders Program (see description at right). Faculty, students, and local residents all benefited from the delegates' presence on campus. Using their own works, the

Russians helped lead two Russian-to-English translation workshops that were so successful the creative writing faculty and graduate students who participated asked for such events to become a regular part of the master's program; the delegation also gave a well-attended reading on campus, and served as panelists for a lively public forum on Russian and American culture that ran late into the evening. (National grantee: CEC ArtsLink)

Open World's **Cultural Leaders Program** offers short-term U.S. residencies to some of Russia's most dynamic young arts professionals. The 2005 program brought up-and-coming writers to the University of North Carolina at Chapel Hill, the University of Mississippi in Oxford, and the PEN American Center in New York; cutting-edge documentary filmmakers to Ohio University's Athens Center for Film and Video and San Francisco's Independent Television Service; young arts managers to the Nebraska Arts Council in Omaha and the Baltimore Office of Promotion and The Arts; and rising jazz musicians to the University of Idaho's Lionel Hampton Center and a program held in New York City by the Thelonious Monk Institute of Jazz.

Support from the National Endowment for the Arts makes possible the cultural program's extended schedule of workshops, seminars, site visits, and performance opportunities.



Russian health leaders hosted in Wausau, Wis., in October by Northcentral Technical College listen intently to a colleague during a joint action-planning retreat with another Wisconsin Open World team. The Russian delegates, who had all spent their Open World visit studying aging and disability services, used the retreat to brainstorm plans for applying what they had learned to their own workplaces and communities. Open World exchanges typically conclude with wrap-up sessions that allow participants and hosts to review the week's professional experiences and share ideas for follow-on projects. (National grantee: World Services of La Crosse, Inc.)



THE OPEN WORLD EXPERIENCE

CROSS-CULTURAL ACTIVITIES

Open World seeks to have participants return home not only with a greater appreciation of America's institutions, but also with a better understanding of its people: how we dance, worship, celebrate, eat, and play ball. During their trips, delegates observe national holidays and sample regional specialties; visit historic sites and view the best of contemporary American art; and learn about the cultures of the first Americans and our most recent immigrants.

Among the many memorable cross-cultural activities from Open World

2005 were: two jurists from Novgorod Region, Russia, throwing out ceremonial first pitches (and perfect strikes) before a roaring home crowd at a Rochester (N.Y.) Red Wings minor-league baseball game; costumed Russian documentary filmmakers joining in on Athens, Ohio's community-wide Halloween street festival; Ukrainian NGO officials attending the Meskwaki tribe's annual powwow in Tama, Iowa; and Russian environmental officials kicking up their heels with a square dance club in La Crosse, Wis., leading one enthusiastic delegate to cheer, "This is America!"

A November visit to Pharaoh's Lost Kingdom (below) in Redlands, Calif., combines business with pleasure for a Russian team hosted by the Rancho Cucamonga Rotary Club: one of the delegates, businesswoman Marina Povolotskaya (far right), hopes to open a small family amusement park in her hometown of Novochoerkassk, Rostov Region, where she is also a city council member. Rotary home host Karen Leever (second from left) and husband Jack Leever (second from right) accompanied the group. In between professional meetings with business leaders, journalists, and government officials, the delegates also took in Hollywood Boulevard, the California Speedway, Rancho Cucamonga's stretch of historic Route 66, and other iconic Southern California sights. (National grantee: Rotary International)





In July, **Irina Novikova** served as the facilitator for an Open World judicial team hosted by the U.S. District Court in Topeka, Kans., and the Rotary Club of Topeka. "Before the trip my five delegates were nervous about the homestay," recalls Novikova, who manages the American Center Library at the Linguistic University of Nizhniy Novgorod, Russia. "They didn't expect such a warm welcome." One home host, the widow of a federal judge, held a dinner party for her guest; another, a technical school director, fulfilled his visitor's dream of seeing an American football field by arranging a tour of Kansas State University's Snyder Stadium.

Novikova, who studied linguistics and English at university, spent her evenings alternating among home hosts providing informal interpretation. "My delegates were especially touched by how their hosts were waiting for them to come home after the day's program, and were so eager to hear what they had done and learned." When she wasn't available, hosts and guests used dictionaries, pictures, and gestures to communicate. Reports Novikova, "Several delegates and hosts said to me that 'even when we don't understand words, we understand what our hearts say through the eyes.'"

HOMESTAYS

Homestays are a central element of the Open World experience. They break down lingering Cold War-era stereotypes, offer a window into American family life, and enable delegates to develop personal ties during their visit. Homestays also help delegates better understand the role of volunteerism in American civil society. In 2005, 89 percent of all Open World visitors lived in an American household for at least part of their local program.

Homestay hosts typically belong to or volunteer with the local host organization.

Whenever possible, Open World's local host organizations assign delegates to

home hosts with relevant backgrounds. In 2005, for example, a Russian regional legislator stayed with a former county supervisor in Bakersfield, Calif., a former mayor of Milan, Mich., housed three Russian municipal officials, and, in one of the year's most inspired matches, the head of a Moscow-area senior-services center stayed with a resident of a senior living community in Appleton, Wis.

To help home hosts and delegates communicate with each other, and to assist with logistics and cross-cultural issues, each delegation is accompanied by an English-speaking, bicultural facilitator from the delegates' own country.

Russian social services officials reciprocate Friendship Force hosts Judy and Bill Wilkes's hospitality by fixing a borsch dinner for the Hendersonville, N.C., family, their neighbors, and fellow delegates. "We hauled nearly every chair and table out of the house into the yard for the meal," recalls Bill Wilkes. Commenting on relations between the delegates and their host families, one of the group's two Russian facilitators said, "All delegates became the 'adopted children' for the hosts and many of the Russians called the family members 'Mom' and 'Dad.'" The Russians were also welcomed into the Brevard, N.C., home of Rep. Charles H. Taylor during their October trip. Open World's 2005 home hosts not only included participants in family meals and discussions, but also took them to school band rehearsals, church services, block parties, progressive dinners, and other activities that make up the fabric of American life. (National grantee: Friendship Force International)

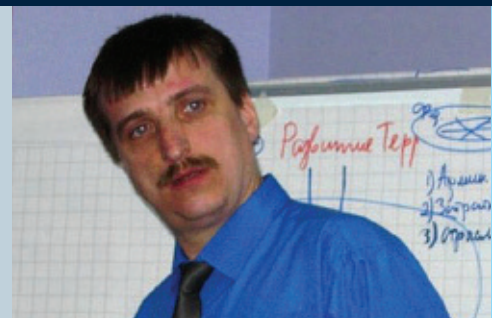


ALUMNI OUTREACH

By the end of 2005, Open World had a 10,000-strong alumni community in Russia, the program's original focus country. To continue and deepen the Open World experience, the Center conducts a privately funded outreach program for these alumni. During 2005, this program held two major conferences and 166 workshops, meetings, and seminars across Russia, from a briefing in the far western city of Bryansk on new social security laws, to

a community development workshop in the far eastern town of Paratunka (see below). Two Open World-sponsored e-mail lists allow outreach staff and alumni to share program updates, partnership proposals, and funding opportunities; an alumni bulletin, online articles, and web forums allow alumni to share news, ideas, and expertise. Open World also follows and celebrates the many successes of its distinguished alumni (see next page).

*Below, 18 alumni from the Russian Far East gather with several colleagues in Paratunka, Kamchatka Region, in April for an Open World workshop on community development. Attendees included government officials, educators, and nonprofit managers, many from the region's indigenous peoples. Led by experienced trainer and fellow alumnus Gleb Tyurin (see profile this page), they used case studies, roundtables, and strategic-planning sessions to explore new ways of promoting cooperation between local governments and community groups, and of involving nonprofits in traditionally public-sector social service programs. "The Open World spirit was among us again," said one participant. **Open World thanks TNK-BP for making the Open World Alumni Outreach Program possible through its generous financial support.***



Alumnus Gleb Tyurin became involved in the Alumni Outreach Program as a guest presenter as soon as he returned from his 2004 Open World trip to Milwaukee, Wis. As a community development consultant to villages across Arkhangelsk Region and beyond, a trainer for the region's municipal employees, and an award-winning writer on self-governance, Tyurin is well equipped to advise alumni on improving local governments and economies.

Tyurin says he enjoys training fellow alumni because "they are open people looking for something new." An advocate of bottom-up initiatives, he is also pleased that many alumni come from smaller communities and outlying regions.

Now a part-time program representative for Open World throughout the Russian Northwest, Tyurin plans to work with alumni in a given city "not just as individuals, but as a unified group whose collective expertise could be requested by and shared with the community." He also says he values this continued association with Open World because "the program has a very important mission: to bring Russians and Americans together to let them see that we do not live on different planets."

November 2005 saw the launch of www.juvenilejustice.ru, a UNDP-supported Internet portal on juvenile justice law and practices that is the brainchild of Rostov Regional Court Judge and Open World 2004 alumna **Elena L. Voronova**. With Russia considering establishing separate juvenile courts, judges, lawmakers, investigators, prosecutors, and academics across the country have flocked to the site to do research and submit questions to a panel of experts headed by Judge Voronova.

The judge comes by her expertise through hands-on experience: she was one of the first Russian jurists to specialize in juvenile cases, and she helped set up two pilot juvenile courts in her region, with a third on the way. "In organizing the work of these courts we have leaned heavily on the experience and practices of the family court I visited in Louisville, Kentucky, on Open World," says Judge Voronova. "I am very grateful for the opportunity to see the American juvenile justice system."

Alumna Larisa Tananykina (far right) of the Dagestan State University Research Library leads a lively discussion during a workshop on providing information services to a diverse clientele that was attended by 48 of Dagestan's top librarians. The alumni-initiated event was held in Kaspiysk in February. Its organizers, Tananykina and fellow alumni Chakarar Magomedaliyeva and Elmir Yakubov, shared best practices from Russian libraries and from U.S. libraries they had visited on Open World. Dagestan has an energetic alumni community comprising over 60 of the most proactive government officials, academics, civic leaders, and journalists in this North Caucasus republic. In 2005, the alumni held seminars, networking meetings, and a book drive for school libraries in Chechnya that yielded over 3,000 volumes.



In December 2005, alumnus **Yevgeniy Bunimovich** won reelection to the Moscow City Duma on the Yabloko-United Democrats ticket in a widely watched race. Bunimovich will chair the Duma's new Committee on Science and Education, a fitting role for this ex-math teacher. Among his priorities are passing a law on special education, establishing a city human rights ombudsman, and reducing taxes on former Young Pioneer Palaces to help them stay in operation as youth centers. Bunimovich says that on

his 1999 Open World trip to Peoria, Ill., "I soaked up everything that I could. For example, I studied the system of financing education, and we have been using this experience in new laws." He was also inspired by how reform-minded Peorians curbed corruption after World War II. "The main thing to me was that they decided to do this and did it." It is this sort of encouraging model, he says, that "instills confidence in tomorrow."

2005 HIGHLIGHTS



On September 23, Open World celebrated the arrival of its **10,000th participant**, Nadezhda Shevchuk (pictured, front right), head of Tver Region's main family support center. Her delegation studied the operations of 15 social service agencies in **Denver** and neighboring **Jefferson County, Colo.**, during a visit organized by the Rotary Club of Evergreen. Shevchuk reports that she benefited a lot from observing new models of social services delivery and seeing "what are the particular functions of the governmental organizations and what are

the responsibilities of nongovernmental organizations." Recently, Shevchuk joined the regional Department of Social Security, an **upward career move** she attributes in significant part to the knowledge and broader horizons she gained through Open World. She says **she would recommend participating in the program** to others not only because it is helpful professionally to see different approaches in action, but because the experience changes attitudes toward America and Americans "for the better."



Open World expanded its program offerings in 2005 to include **local governance exchanges** for Russian leaders. This new theme responded to implementation of legislation giving Russian local governments more responsibility for raising revenue, making budgets, and delivering basic services. Nearly 200 Russian government officials, political activists, educators, journalists, NGO representatives, and business leaders involved in community development traveled under this theme. The **Washtenaw County (Mich.) Prosecutor's Office**, Shepherd University's

Robert C. Byrd Center for Legislative Studies in Shepherdstown, W.Va., and several **League of Women Voters** chapters were among their hosts. Local programs emphasized **openness, accountability, and citizen involvement** in government. Activities that got especially high marks from delegates included having Q-and-A sessions with their U.S. counterparts; attending city council meetings; learning about the roles of neighborhood associations and state municipal leagues; and taking workshops with city budget officials.



Open World's **new Ukrainian rule of law program** brought 44 jurists – including a sitting and a future **Ukrainian Supreme Court** justice – to eight states in 2005. Local hosts included the chief justices of the Indiana and Ohio Supreme Courts, and federal judges in Atlanta, Chicago, and Louisville. Introductory sessions in Washington featured opening remarks by Rep. Ray LaHood (Ill.) and briefings with **Supreme Court Justices John Paul Stevens**

(pictured, far right) and **David Souter**. Among the highlights of the delegations' local programs were meeting with Minnesota Gov. Tim Pawlenty, Georgia Gov. Sonny Perdue, and Rep. Jim Marshall (Ga.); observing Benton County (Ore.) Court proceedings and federal jury selection in Chicago; touring the Allegheny County (Pa.) Jail; and participating in a symposium on Ukrainian democracy broadcast on Ohio's public affairs channel.



Civic education provided the focus for Open World's September 9–10 **alumni conference in Kazan**, the capital of Tatarstan. One of many events celebrating **Kazan's millennial anniversary**, the conference brought together 40 alumni from across western Russia, as well as **six alumni of Open World's Uzbek pilot program**. Speeches by several noted civil-society activists got the conference off to an

inspiring start. Next, **10 of the attending alumni gave "how-to" presentations** on topics ranging from teaching children civil rights and responsibilities, to implementing corporate social responsibility programs. Roundtables and project-planning sessions wrapped up the conference, which received extensive coverage in the Tatarstan press.

Russian and U.S. Supreme Court justices held historic working sessions on judicial reform and U.S.-Russian judicial cooperation during a March 2005 rule of law exchange to Washington, D.C. The Open World delegation – led by **Supreme Court Chief Justice Vyacheslav M. Lebedev** and including **Justice Yuriy I. Sidorenko**, the chair of Russia's Council of Judges, and Rostov Regional Court Chairman Viktor N. Tkachev – had meetings with **Chief Justice William H. Rehnquist and Justices John Paul Stevens, Sandra**

Day O'Connor, Antonin Scalia, Anthony M. Kennedy, David Souter, Ruth Bader Ginsburg, and Stephen G. Breyer. Topics ranged from judicial independence to Russia's implementation of jury trials. U.S. District Judges Michael M. Mihm of Illinois and Paul A. Magnuson of Minnesota and other prominent U.S. judges also participated, as did Dr. Billington. (Pictured, from left, Justices Souter, Ginsburg, Stevens, and O'Connor, Chief Justice Lebedev, Justice Kennedy, Justice Sidorenko, and Chairman Tkachev.)



In partnership with two Department of Energy national laboratories, Open World conducted its **first nuclear nonproliferation exchange** in October. The 20 Russian participants included inspectors of nuclear facilities; nuclear engineers; and nonproliferation experts from the Russian Federal Atomic Energy Agency, the Ministry of Foreign Affairs, and the Kurchatov Institute. The Pacific Northwest Center for Global Security of the Pacific Northwest National Laboratory in **Richland, Wash.**, hosted one team, **Oak Ridge (Tenn.) National Laboratory** the other. At the labs, the

Russians explored the science and technology of U.S. nonproliferation activities, and the economic diversification and environmental cleanup of nuclear sites. Each team also took part in roundtables at universities involved in nonproliferation studies. During a three-day wrap-up in Washington, D.C., delegates examined nonproliferation policy-making with State Department officials and congressional staff. *Open World thanks **The Russell Family Foundation** (Washington state) for making these visits possible through its generous financial support.*



Two teams of Russian mental-health leaders **working with survivors of the 2004 Beslan school attack** visited non-profit agencies in the **Harrisburg, Pa.**, area in October and November for onsite advanced training in grief and trauma counseling, family therapy, and student mental-health services. Both Russian teams also received training on recruiting and managing volunteers, developing a volunteer data bank, and fund-raising. The eight visiting delegates in turn gave presentations

to local community leaders and social service providers on Russian child-trauma treatment and lessons learned from counseling Beslan residents. Open World's host organization for these two important exchanges, **Keystone Human Services**, is a family of nonprofit social service agencies in Central Pennsylvania that also provides and assists human-services programs in Russia and Moldova.



Open World sponsored a two-day **alumni conference in Vilnius** in June that drew most of the 97 participants in the 2004 **Lithuania** exchanges, as well as Open World managers and **U.S. Ambassador to Lithuania Stephen D. Mull.** "I was astounded by the turnout," Ambassador Mull later reported. In the opening session, Panevezys Mayor Vitas Matuzas (pictured) related for the gathering how his visit to **Tucson, Ariz.**, had shown him a dozen ways of promoting investment opportunities in

his city; Petras Pranas Gestautas, the board chair of the Lithuanian Association of Borough Administrators, described specific examples of transparency in government that he had seen in **Omaha, Neb.** Roundtables and group presentations gave all the attendees the opportunity to discuss the program's impact on their work and thinking, and to share their ideas and hopes for the **future development of Lithuanian civil society.**



OPEN WORLD PERFORMANCE MEASURES

AS OF DECEMBER 31, 2005

From the outset of Open World, its administrators have tracked numerous quantitative program performance measures to ensure that the exchange is achieving its mission. Originally, this mission was to enable as many emerging Russian political and civic leaders as possible – federal, regional, and local – to experience American-style democracy and free enterprise in action in communities across the United States. The overarching goals of these activities were to build mutual understanding between a large cohort of young Russian leaders and their American counterparts, and to expose participants to ideas and practices that they could adapt for use in their own professional and community work.

With these goals in mind, Open World put in place:

- *candidate selection procedures* designed to produce a large, relatively young, ethnically and politically diverse, and geographically representative pool of emerging leaders; and
- *grantee selection procedures* designed to provide a nationwide, high-capacity network of local hosting organizations with the expertise and contacts to conduct professional, theme-focused exchange programs, as well as the ability to offer home hosting.

Below are the specific goals of – and results produced by – these key program elements, which were also incorporated into the design of Open World's pilot exchanges in expansion countries.

Participation of Emerging Leaders

Objective: To bring a *substantial* number of current and future *leaders* from participating countries to the United States to introduce them to American democracy and free enterprise, and to their American peers.

Statistics:

- Open World has brought 10,565 current and future leaders from Russia, Ukraine, Lithuania, Uzbekistan, and Belarus to the United States.
- Open World has brought more than 5,500 leaders from all levels and branches of government to the United States, including:
 - 157 members of parliament
 - 934 judges
 - 165 regional legislators
 - 737 senior regional administrators
 - 1,113 mayors, city council members, municipal departmental heads, and other high-level city officials
- Open World has brought leaders from across the media and NGO sectors to the United States, including:
 - 1,078 NGO directors, executives, and managers
 - 228 print editors
 - 71 heads of TV and radio stations

Geographic Representation

Objective: To bring current and future leaders from *across* participating countries to the United States to introduce them to

American democracy and free enterprise, and to their American peers.

Statistics:

- Russian delegates have come from all 88 Russian regions.
- Participants have come from all 27 of Ukraine's regions, all 10 Lithuanian regions, and 13 of Uzbekistan's 14 regions.
- An average of 84 Russian regions sent delegates each year from 2002 to 2005.
- The regional distribution of Russian delegates roughly matches that of the country's general population (among the seven federal "super-regions").
- 89 percent of Russian participants live outside Moscow city and St. Petersburg.

Other Delegate Demographics

Objective: To focus participation on a *broad cross-section* of *young* leaders from participating countries *who might not otherwise have the opportunity to visit the United States*.

Statistics:

- The average age of Open World delegates is 38.
- 92 percent of delegates are first-time visitors to the United States.
- Only 12.5 percent of delegates report having above-average or better English-language skills. (Several U.S. exchange programs require some English-language ability. By not requiring knowledge of English, Open World is able to choose from a much larger candi-

date pool of young leaders. Interpretation is provided for all Open World delegations.)

- 49 percent of delegates are women.

Hosting Metrics

Objective: To expose participants to democratic, economic, and volunteer institutions; leaders and experts; and everyday life in a broad cross-section of U.S. communities.

Statistics:

- Open World has provided hosting through 44 national host organizations headquartered in 18 different states and the District of Columbia.
- A wide range of organizations and institutions provide local programming for Open World delegates. The nearly 250 local hosts for Open World's 2005 delegations included universities and community colleges, libraries, service organizations, sister-city associations, state courts, and world affairs councils.
- More than 5,300 U.S. families have home hosted participants in over 1,500 communities in all 50 states.
- Approximately 90 percent of Open World participants have been home hosted.
- 52 U.S. senators, representatives, and state governors hosted Russian Open World participants during Open World's 1999–2000 parliamentary program.

Continuing Ties

Objective: To continue and deepen the Open World experience by promoting and strengthening ongoing ties among participants and between participants and American experts and hosts.

Statistics:

- Open World's privately funded alumni outreach program in Russia has held more than 45 major conferences and hundreds of seminars, workshops, and meetings. Open World has also conducted 3 major alumni events in Ukraine, and 1 in Lithuania.
- 2,157 Russian alumni have subscribed to Open World's e-mail list for announcements on grants, scholarships, and opportunities for

joint projects.

- 2,099 Russian alumni have subscribed to Open World's e-mail list for alumni program news and updates.
- The Open World experience has contributed to the establishment or strengthening of more than 70 sister-community relationships, including those of such Open World partner organizations as the American International Health Alliance, Friendship Force International, Rotary International, Sister Cities International, and World Services of La Crosse. At least 17 partnerships between U.S. and Russian legal communities have also been established or strengthened through Open World, most notably those of the Russian American Rule of Law Consortium.



During the annual meeting of the Open World Leadership Center Board of Trustees on December 5, 2005, Honorary Chairman Senator Ted Stevens (center), Chairman James H. Billington (left), and Ambassador James F. Collins discuss program plans and performance.

PROGRAM INFORMATION

2005 EXCHANGE PROGRAMS AND THEMES

Russia Civic Program: Economic Development, Environment, Health/Social Services, Local Governance, Rule of Law, Women as Leaders

Russia Cultural Leaders Program

Ukraine Civic Program: Electoral Processes, Independent Media, NGO Development, Rule of Law

LEGISLATIVE/STATUTORY INFORMATION

Congress established what is now the Open World Program in the Emergency Supplemental Appropriations Act, 1999 (Public Law 106-31). Statutory authority for the program and its administering agency, the Open World Leadership Center, is provided by 2 U.S.C. § 1151. For more on Open World's legislative history, see www.openworld.gov/about/legislative.php.

FUNDING

The Open World Leadership Center received \$13.4 million in appropriated funds for fiscal year 2005. In calendar year 2005, the Center obligated approximately \$11.3 million for the direct support of the Open World programs (the selection, grouping, transportation, programming, and hosting of Open World participants). Center administrative costs, program information and assessment activities, and a reserve for expansion to new countries account for the remaining funds.

OPEN WORLD LEADERSHIP CENTER STAFF

As of December 31, 2005

Washington, D.C.

Interim Executive Director
Aletta Waterhouse

Program Managers
Britta Bjornlund
Vera DeBuchananne
Lewis Madanick

Program Specialist
Chang Suh

Webmaster and Designer
Igor Inozemtsev

Program Assistants
Aaron Hoel
Maura Shelden

Moscow

Program Coordinator
Alexander Khilkov

Deputy Program Coordinator
Yelena Yefremova

Photos, page 8 (top to bottom): Russian officials try golf (courtesy Washtenaw County [Mich.] Prosecutor's Office); Ukrainian media leaders enjoy a Minnesota county fair; Russian delegates celebrate St. Patrick's Day (courtesy Baltimore Office of Promotion & The Arts); Russian judicial delegation visits San Francisco's Golden Gate Bridge (courtesy U.S. Bankruptcy Court, Eastern District of California); Russian jurists prepare to throw out first pitches at a Rochester Red Wings game (courtesy Western New York/Novgorod Rule of Law Partnership Committee); Russian local governance delegates visit historic Harpers Ferry, W.Va.; Ukrainian judges take in the Jefferson Memorial.

Photos, page 12 (top to bottom): Open World's Aletta Waterhouse (left) with 10,000th participant Nadezhda Shevchuk; Russian officials at Duluth (Minn.) City Hall (courtesy League of Women Voters of Duluth); Justice John Paul Stevens (right) with Ukrainian judges; alumnus Aidar Aminov at the Kazan conference.

Photos, page 13 (top to bottom): judicial visit to the Supreme Court (courtesy Steve Petteway, Collection of the Supreme Court of the United States); nonproliferation delegation in Knoxville, Tenn. (courtesy Oak Ridge National Laboratory); November Keystone delegation (courtesy Keystone Human Services); Mayor Vitas Matuzas at the Vilnius conference.

The Open World Leadership Center awards competitive grants to nongovernmental and governmental entities across the United States to carry out its year-round schedule of community visits. Each "national host organization" hosts delegations itself or uses a network of local affiliates or partner organizations to do so. The national- and local-level host organizations are responsible for providing professional programs, meals, lodging, local transportation, cross-cultural activities, and interpretation services for their assigned delegations. They also work closely with Open World and its logistics team on program planning and reporting. Open World would like to recognize and thank the organizations listed below for serving as national hosts for the 2005 Russia, Ukraine, and Cultural Leaders programs.

Academy for Educational Development (Washington, D.C.)

Battelle Memorial Institute (Richland, Wash.)

CEC ArtsLink (New York, N.Y.)

Center for Safe Energy (Berkeley, Calif.)

CONNECT/US-RUSSIA (Minneapolis, Minn.)

Foundation for International Arts and Education (Bethesda, Md.)

Friendship Force International (Atlanta, Ga.)

Independent Television Service (San Francisco, Calif.)

Intercultural Services (Douglasville, Ga.)

International Institute, Graduate School, USDA (Washington, D.C.)

ISAR: Resources for Environmental Activists (Washington, D.C.)

Keystone Human Services (Harrisburg, Pa.)

League of Women Voters (Washington, D.C.)

Lionel Hampton Center at the University of Idaho (Moscow, Idaho)

Magee Womancare International (Pittsburgh, Pa.)

Meridian International Center (Washington, D.C.)

National Peace Foundation (Washington, D.C.)

Rotary International (Evanston, Ill.)

Russian American Rule of Law Consortium (Burlington, Vt.)

Tahoe-Baikal Institute (South Lake Tahoe, Calif.)

Thelonious Monk Institute of Jazz (Washington, D.C.)

Transnational Crime and Corruption Center at American University (Washington, D.C.)

Vital Voices Global Partnership (Washington, D.C.)

Women & Politics Institute at American University (Washington, D.C.)

World Services of La Crosse, Inc. (La Crosse, Wis.)

OPEN WORLD 2005 – LOCAL HOST ORGANIZATIONS

Open World is deeply grateful to the following organizations and institutions for hosting our delegations in 2005:

Alabama

The Friendship Force of Birmingham
The Friendship Force of Montgomery
Office of International Programs, University of Alabama in Huntsville
Rotary Club of Montgomery
U.S. District Court for the District of Alabama

Alaska

Alaska/Khabarovsk Rule of Law Partnership Committee
Pacific Environment
Prince William Sound Regional Citizens' Advisory Council

Arizona

International Training and Consulting, Inc.
National Peace Foundation (NPF)*
Rotary Club of Fountain Hills

Arkansas

Arkansas Council for International Visitors

California

Center for Safe Energy*
Citizen Diplomacy Council of San Diego
The Friendship Force of Bakersfield
Independent Television Service (ITVS)*
League of Women Voters of Claremont
Long Beach/Sochi Sister City Association
Northern California International Visitors Council
Rotary Club of Del Amo
Rotary Club of Hollywood
Rotary Club of Nevada City 49er Breakfast
Rotary Club of Palos Verdes Peninsula
Rotary Club of Paso Robles
Rotary Club of Rancho Cucamonga
Rotary Club of San Pedro
Rotary Club of South Bay Sunrise
Rotary Club of Venice-Marina
Rotary Club of Wilshire
Russian-American Business and Arts Council
Russian-American Judicial Partnership
Santa Cruz Sister Cities Support
Tahoe-Baikal Institute*
U.S. Bankruptcy Court for the Central District of California
U.S. Bankruptcy Court for the Eastern District of California

Colorado

The Friendship Force of Greater Denver
The Friendship Force of Northern Colorado
Rotary Club of Evergreen
Rotary Club of Longmont
Russian-American Judicial Partnership

U.S. Bankruptcy Court for the District of Colorado

Connecticut

Connecticut/Pskov Rule of Law Partnership Committee

District of Columbia

Center for International Programs
ISAR: Resources for Environmental Activists*
Transnational Crime and Corruption Center at American University*
Vital Voices Global Partnership*
Women & Politics Institute at American University*

Florida

Eckerd College
The Friendship Force of Sarasota
International Visitor Corps of Jacksonville, Inc.
Miami Dade College
Rotary Club of Weston
Sister City Program of Gainesville
U.S. Bankruptcy Court for the Southern District of Florida
U.S. District Court for the Middle District of Florida
U.S. District Court for the Northern District of Florida

Georgia

The Claus M. Halle Institute for Global Learning at Emory University
DeKalb Community Service Board
The Friendship Force of Atlanta
The Friendship Force of Lake Hartwell
Georgia Council for International Visitors

Hawaii

Kapi'olani Community College
U.S. District Court for the District of Hawaii

Idaho

Lionel Hampton Center at the University of Idaho*

Illinois

American Association of University Women—Carbondale Branch
Heartland International
International Visitors Center of Chicago
League of Women Voters of the Lake Forest/Lake Bluff Area
Rotary Club of Champaign
U.S. Court of Appeals for the Seventh Circuit
U.S. District Court for the Central District of Illinois
U.S. District Court for the Northern District of Illinois

Indiana

Indiana Judicial Center
Indiana Supreme Court
International Center of Indianapolis
Rotary Club of Indianapolis
Rotary Club of Lafayette

Iowa

Council Bluffs Sister City

Association
The Friendship Force of Cedar Rapids
Iowa Sister States
Mount Pleasant Public Library
Organization Promoting Everlasting Neighbors (OPEN)
Rotary Club of Des Moines, A.M.
Southeastern Community College
U.S. District Court for the Southern District of Iowa

Kansas

Neosho County Community College
Rotary Club of Andover
Rotary Club of Topeka
U.S. District Court for the District of Kansas

Kentucky

Louisville International Cultural Center (now the World Affairs Council of Kentucky & Southern Indiana, Inc.)
Sister Cities of Louisville, Inc.
U.S. District Court for the Western District of Kentucky

Louisiana

Council for International Visitors of Greater New Orleans
Rotary Club of Harahan

Maine

The Archangel Committee
Maine/Arkhangelsk Rule of Law Partnership Committee

Maryland

Alice Ferguson Foundation
Baltimore Mayor's Office of International Affairs
Baltimore Office of Promotion & The Arts
Howard Community College
League of Women Voters of Baltimore City
League of Women Voters of Calvert County
Maryland/Leningrad Oblast Rule of Law Partnership Committee

Massachusetts

The Altai Project
Cape Cod Community College
International Center of Worcester
Massachusetts/Tomsk Rule of Law Partnership Committee
Rotary District 7950
WorldBoston

Michigan

Colleagues International, Inc.
International Visitors Council of Metropolitan Detroit
NPF*
Rotary Club of Livingston Sunrise
Washtenaw County Prosecutor's Office

Minnesota

CONNECT/US-RUSSIA*
Friends of Ukraine
League of Women Voters of Duluth
Martin County Library System
Minnesota State University Moorhead
North Country Health Services

Our Savior's Lutheran Church
Rotary Club of White Bear Lake

Mississippi

Rotary Club of Moss Point
University of Mississippi

Missouri

The Friendship Force of St. Louis

Montana

Montana Center for International
Visitors

Nebraska

The Friendship Force of Eastern
Nebraska
The Friendship Force of Lincoln
Kiwanis Club of Omaha
Nebraska Arts Council
Rotary Club of Omaha
U.S. District Court for the District
of Nebraska

Nevada

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

New Hampshire

New Hampshire/Vologda Rule of
Law Partnership Committee

New Jersey

Cross Cultural International
Institute
Global Education Center at
Montclair State University

New Mexico

Los Alamos-Sarov Sister Cities
Initiative
Rotary Club of Las Cruces
Santa Fe Council on International
Relations
U.S. District Court for the District
of New Mexico

New York

Albany-Tula Alliance
Buffalo/Niagara WorldConnect,
Inc. (now the International
Institute of Buffalo, NY, Inc.)
CEC ArtsLink*
Greater Rochester Area Branch of
the American Association of
University Women
International Center of Syracuse
Justice Resource Center
Linkages of Rochester, Inc.
Multicultural Resource Center
New York State Small Business
Development Center at
Plattsburgh
PEN American Center
Saratoga Springs Public Library
Thelonious Monk Institute of
Jazz*
U.S. Court of International Trade
Western New York/Novgorod
Rule of Law Partnership
Committee

North Carolina

The Brown Angel Center
Charlotte Sister Cities
The Friendship Force of Charlotte
The Friendship Force of Western
North Carolina
Health Equity, Inc.

International Affairs Council
International House
League of Women Voters of
Charlotte-Mecklenburg
NPF*
University of North Carolina at
Chapel Hill, Department of
Slavic Languages and Literatures

North Dakota

Peace Lutheran Church

Ohio

Athens Center for Film and
Video
Cincinnati-Ukraine Partnership
Cleveland Council on World
Affairs
International Visitors Council of
Columbus
International Visitors Council of
Greater Cincinnati
Ohio Employee Ownership
Center/Kent State University
Ohio Third District Court of
Appeals
Supreme Court of Ohio

Oklahoma

American Association of
University Women-Tahlequah
Branch
Diversity in Community
Rotary Club of Muskogee
Tulsa Global Alliance
U.S. District Court for the Eastern
District of Oklahoma

Oregon

Corvallis Sister Cities Association
Eugene-Irkutsk Sister City
Committee
League of Women Voters of
Portland
Linn-Benton Community College
Oregon/Sakhalin Rule of Law
Partnership Committee
Rotary Club of Beaverton
World Affairs Council of Oregon

Pennsylvania

Allegheny College
The Friendship Force of Greater
Harrisburg
Keystone Human Services*
Magee Womancare International*
Northampton Community
College
Pittsburgh Council for
International Visitors
Rotary Club of Blue Bell
Rotary Club of Greenville
Ukrainian Cultural and
Humanitarian Institute
Westmoreland County
Community College

South Carolina

City of Clemson
Clemson University
Rotary Club of Hilton Head
Island

Tennessee

Blount County Sister City
Organization
The Friendship Force of Knoxville
Oak Ridge National Laboratory
Southwest Tennessee Community
College

The University of Tennessee
International Programs for
Agriculture and Natural
Resources

Texas

NPF*
Rotary Club of Grapevine
World Affairs Council of Greater
Dallas (now the World Affairs
Council of Dallas/Fort Worth)

Utah

International Hosting

Vermont

Ecologia
LakeNet
Vermont Council on World
Affairs
Vermont Karelia Rule of Law
Board

Virginia

Arlington Sister City Association
The Friendship Force of
Charlottesville
Norfolk Sister City Association
Rotary Club of Leesburg
Rotary Club of Lynchburg
U.S. District Court for the Eastern
District of Virginia

Washington

Foundation for Russian American
Economic Cooperation
Government Accountability
Project
Pacific Northwest Center for
Global Security
Rotary Club of Lewis River
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 at Bluefield
State College
Robert C. Byrd Center for
Legislative Studies at Shepherd
University

Wisconsin

Fox Cities-Kurgan Sister Cities
Program
Friends of Chernobyl Centers,
U.S., Inc. (FOCCUS)
Friends of Muraviovka Park
The Friendship Force of Greater
Milwaukee
International Crane Foundation
La Crosse-Dubna Friendship
Association
Northcentral Technical College
Rotary Club of Green Bay West
Rotary Club of Hudson Daybreak

Wyoming

The Friendship Force of Cheyenne
Rotary Club of Kemmerer
Wyoming Global Leadership
Exchange

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

OPEN WORLD PARTNERS

The Open World Leadership Center would like to acknowledge the agencies and organizations that work with its staff to carry out general program operations and specialized programming:

General Program Support

The nonprofit **AMERICAN COUNCILS FOR INTERNATIONAL EDUCATION** provides administrative and logistical support to Open World on a contractual basis. American Councils staff in Washington, D.C., assist with planning and record keeping, make participants' travel arrangements, and advise hosts on procedures and cross-cultural issues. In-country staff assist with forming and placing delegations, organize a predeparture orientation, and hire and train the English-speaking facilitators who accompany delegations.

The **LIBRARY OF CONGRESS** provides the Open World Leadership Center with financial-management services, administrative support, and office space through an interagency agreement. It is also the location for most of the Washington orientations for program participants. The Library served as Open World's administering agency during the program's pilot years, and the Librarian of Congress is an ex officio member of Open World's board of trustees.

THE PBN COMPANY, an international strategic communications consultancy, assists Open World with media relations in the United States and participating countries.

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 program for Russia and Ukraine and organizes 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 Committee on International Judicial Relations. Committee staff assist Open World federal host judges and organize the Washington orientations for Open World rule of law delegations, which are usually held at the Thurgood Marshall Federal Judiciary Building.

Alumni Outreach Program

PROJECT HARMONY, a Vermont-based nonprofit organization with offices in Russia, Ukraine, and other Eurasian countries, manages Open World's alumni outreach program across Russia, publishes the *Open World Alumni Bulletin*, and maintains Open World's dual-language website, www.openworld.gov.

OPEN WORLD LEADERSHIP CENTER

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