



OPEN WORLD
LEADERSHIP CENTER

2014 Annual Report

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As of December 31, 2014

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United States Senate

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The Honorable James H. Billington
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The Honorable R. James Nicholson

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Appointed by the Librarian of Congress for 2013–2016

Mr. Michael Yanney

Executive Director

The Honorable John O'Keefe



Letter from the Chairman

September 30, 2015

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

Dear Mr. President and Mr. Speaker:

The crises in Ukraine, Russia and the region are very real and threatening — exacerbated by Putin’s aggressive stance and information war in Crimea and in southern and eastern Ukraine; Ukraine’s difficulty in reducing corruption and forming a stable government; the re-emergence of tensions in the regional “frozen conflicts;” and the hostility caused by Western sanctions on many leading Russian industries. The Open World Leadership Center serves the United States Congress by bringing foreign legislators and other officials straight to Members’ doorsteps and into the homes and communities of their constituents.

American leaders share many values and a strong economic relationship with our Eurasian partners. Increasingly, we recognize the critical importance of engaging emerging leaders and staying aware of new challenges in this region. That is why we believe that the infusion of strong leadership and inspiring vision to recreate the sense of common mission and purpose that was so evident after the collapse of the Soviet Union might again flourish. American and European leaders were willing to put aside important differences in the pursuit of promoting democracy and the integration of Central and Eastern Europe into NATO and the European Union. As we confront problems, we need a new group of farsighted leaders in Open World partner countries to emerge and renew that spirit.

As examples of this new generation of Open World delegates, Anatoliy Zasoba, head of the Ukrainian NGO Crimean Diaspora, and his delegation were hosted in Buffalo, New York, where they observed how American NGOs support refugees from around the world. Since his return to Ukraine, Mr. Zasoba has implemented projects that support the entrepreneurial initiatives of Internally Displaced Persons (IDPs), adult education, the provision of psychosocial support, legal advice, and childcare. One of Mr. Zasoba’s major projects was the creation of an IDP Hub which is centered in Kyiv. The Hub serves thousands of displaced people in the capital and the surrounding regions, offering them access to the social services that they require.

Today’s crises will certainly require time, effort, resources, and money to overcome, both at the government level and on a human level. Open World is committed to supporting the US Congress by providing access to their parliamentary colleagues and other leaders. The world is looking to global leaders, and particularly at the next generation of rising leaders, for strength and guidance. Never has there been a better opportunity to effect positive change than at this moment.

It is my privilege to submit to you, on behalf of the Open World Leadership Center’s Board of Trustees, the Center’s annual report for 2014. Through the Center’s Open World Program, Congress has linked over 24,000 emerging leaders from countries in Eurasia to their counterparts in communities across the United States. Open World’s hosts and presenters are dedicated to showcasing American values and effective practices with their participants, with the goal of promoting stability and accountability in governance across the globe.

Respectfully,

A handwritten signature in black ink that reads "Walter Scott, Jr." in a cursive style.

WALTER SCOTT, JR.
Chairman of the Board of Trustees



Letter from the Executive Director, September 30, 2015

Dear Friends of Open World:

Welcome to the Open World Leadership Center's 2014 annual report. As the social and political landscape of Eurasia shifts, the Center has molded programs that directly benefit participating countries and the United States. Each year, our report highlights a different aspect of Open World that makes our exchanges unique and effective. This year we are featuring our role as a support agency of the U.S. Congress as well as celebrating our 15th anniversary. Under the guidance and brilliant leadership of Dr. James H. Billington we also reached another milestone this year, welcoming more than 24,000 individuals to over 2,300 communities in all fifty states.

Open World operates as a beacon of accountability and transparency, shedding light on the way our nation and its government operates. Information is a key component to forming true and lasting relationships between nations and a requirement for a full understanding among nations and their citizens. We learn from our participants from Eurasia: they provide unfiltered information from their regions straight to members of Congress and their staff, providing a rare glimpse into these individuals' intricate lives and the issues they must face every day. For example, Senator Heinrich of New Mexico, an Open World trustee, wanted to learn more about non-proliferation efforts in Kazakhstan. He met with a number of Kazakh experts in the field who outlined their views, and then went on to be hosted by Sandia National Laboratories in Albuquerque (please see page 21).

We directly meet the needs of our partner countries. In Ukraine with its ongoing crisis in the Donbass region, Open World responded to requests for assistance, highlighting the American approach to treatment of Post-Traumatic Stress Disorder in partnership with the Yale School of Medicine (please see page 12). Other delegations focused on the treatment of trauma patients, and assisting displaced persons, such as the Crimean Tatars and others affected by the conflict in the East (pages 15 and 17).

We can see that in countries where Open World has programs, an information war is in full pitch, painting the U.S. in a negative light. To combat misinformation, this year we have given nearly 1,100 delegates the opportunity to see for themselves the way we live. They return home with a more realistic understanding of the United States, dispelling the incessant negative image projected by media in broadcasts across these regions.

I hope you enjoy this report as much as we enjoyed revisiting and compiling some of Open World's 2014 results. I look forward to hearing from you; our door is always open.

Sincerely,

A handwritten signature in black ink, appearing to read "John O'Keefe". The signature is fluid and cursive, with a large, sweeping flourish at the end.

JOHN O'KEEFE
Executive Director

Program Information

Program History

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

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

Open World operates under a board-approved Strategic Plan covering fiscal years 2012–2015. One initiative called for in the Plan that has come to fruition is to increase the number of delegates below age 30. As of December 31, 2014, 35% of Open World's delegates were under the age of 30. The Plan also emphasizes Open World's role as a congressional support agency.

In 2014, Open World conducted exchanges across the United States for leaders from Armenia, Azerbaijan, Estonia, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Macedonia, Moldova, Mongolia, Serbia, Russia, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan.

2014 Statistics:

1. Open World has brought over 23,000 current and future leaders of Armenia, Azerbaijan, Egypt, Estonia, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Macedonia, Moldova, Mongolia, Russia, Serbia, Tajikistan, Turkey, Turkmenistan, Ukraine, and Uzbekistan to the United States since 1999.
2. The average age of Open World delegates is 38.
3. Women constitute 51 percent of Open World delegates.
4. In 2014, Open World hosted 1,113 participants from 18 different countries.
5. Open World also hosted two leaders from Afghanistan under a special agreement and cost arrangement from the Rumsfeld Foundation.
6. Open World's 2014 participants traveled to 44 U.S. states in 202 congressional districts.
7. Since the program's inception, more than 7,600 American volunteer families in over 2,100 communities in all 50 states have hosted Open World leaders.

Open World Leadership Center Staff

as of December 31, 2014

Washington, DC

Executive Director

The Honorable John O'Keefe
Ambassador (Ret.)

Deputy Executive Director

Jane Sargus

Program Managers

Vera DeBuchananne
Lewis Madanick
Jeff Magnuson

Public Affairs Specialist

Maura Shelden

Congressional Relations Officer

Liz Aduso

Country Director for the Russian Federation

Alexander Khilkov



From The Young Professionals Advisory Committee

2014 has been an exciting, challenging, and rewarding year for Open World’s Young Professional Advisory Committee (YPAC). The Young Professionals program was launched in 2011 with the ambitious goal that 30% of all Open World delegates be under the age of 30 – a goal we achieved in 2012. In 2014, Open World hosted 235 Young Professional delegates. Since its inception, young professional programming has been supported by YPAC, which is composed of young American professionals with professional and academic experience in Eurasia.

Targeting young adults is critical to Open World’s mission, as young leaders have the longest careers ahead of them, thus their attitudes towards the U.S. have disproportionately high impact potential on their communities. We target young professionals poised to become community and industry leaders across a variety of sectors, including those we have included specifically for young professionals, such as technology, healthcare, non-profits, and social entrepreneurship. Finding and serving young professionals in these fields requires fundamentally new recruiting and programming strategies, and pushes Open World to expand and renew its connections to nominating and host organizations across the US and Eurasia.

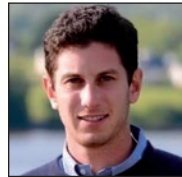
2014 was also an important year for YPAC itself. We significantly increased our focus on Ukraine, which was led by new members Carolyn Forstein, and Kaley Hanenkrat. We worked closely with the Open World Board and members of Congress to educate them on trends impacting young professionals in Ukraine and Russia. This new focus was in addition to YPAC’s core work recruiting and organizing specific programs, which included “on the ground” sponsorship of delegations in New York, Massachusetts, Kansas, New Mexico, and Utah.

Personally, I’ve relished the opportunity to work with YPAC members, the Open World staff and Open World’s partners across the U.S. and Eurasia. As we enter our fourth year, I am turning over the chairmanship to Ken Martinez, but will remain a member of YPAC. Ken has been a strong advocate for YPAC and Open World and is deeply knowledgeable about and involved in the issues most important to Open World. I have no doubt Ken will take YPAC to new heights. I look forward to the work YPAC has ahead of it and take pride in what we have accomplished so far.

SAM STONE
Founding Chair

Open World Young Professionals Advisory Committee (YPAC)

As of December 31, 2014



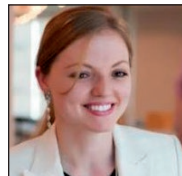
Sam Stone, Founding Chair
Boston, MA
Harvard Business School



Carolyn Forstein
New York, NY
Freshfields Bruckhaus Deringer U.S. LLP



Kaley Hanenkrat
New York, NY
Barnard College



Elena Kvochko
New York, NY
Cyber Security Strategies, Barclays



Nikita Lukichev
Santa Fe, NM
Santa Fe Council on International Relations



Ken Martinez, Chair (effective June 2015)
Stanford, CA
Director, Stanford U.S.-Russia Forum



Richard Portwood
Washington, DC
Executive Director, Center for American-Russian Engagement of Emerging Leaders



Catherine Trainor
Oakland, CA
Independent Consultant and Journalist



Rep. Robert Aderholt (AL-4), a member of the Helsinki Commission, meets parliamentarians from the National Assembly of the Republic of Serbia Sept. 15 in his Washington, DC office. The groups were hosted in Columbus, OH and Hartford, CT.

Annual Report 2014

Open World: A Support Agency of the U.S. Congress

There are 11 agencies in the Legislative Branch, all supporting the work of the United States Congress. The Open World Leadership Center (“Open World”) is unique, yet occasionally overlooked as a powerful tool that Members of Congress can utilize when they look for ways to engage foreign leadership.

Open World is strategically placed as a legislative branch agency and has skillfully demonstrated its responsiveness to Congress. Such a Congressional body can assist Members in a very timely manner as they work with their colleagues abroad to foster strong interparliamentary partnerships and effective follow-up and promotion of closer ties and working relations between American parliamentarians and their colleagues from abroad.

When challenging political events hinder diplomacy and inaction becomes the status quo, Open World participants, the Congress, and their constituents continue the conversation. By working with Open World, members of the U.S. Congress have unfiltered access and information directly from the leaders of crucial emerging democracies.



Andrian Candu, Speaker of the Moldovan Parliament

Travel Date: May 7, 2012

Location: Raleigh, NC

Theme: Parliamentarians

Grantee and Local Host: International Affairs Council of North Carolina

Result: Professional Advancement

Andrian Candu, now Speaker of the Moldovan Parliament, was hosted in Raleigh, NC along with his fellow Moldovan parliamentarians. At the time he was serving on the Law Committee as well as the Economy, Budget and Tax Committee. During his time in the United States, Speaker Candu met with members of Congress: Senator Kay Hagan, Rep. Dan Burton (IN-5), Rep. David Price (NC-4), and Rep. Joseph R. Pitts (PA-16), the co-chair of the Congressional Moldova Caucus. His visit also included meetings at the U.S. Department of Commerce and International Trade Administration in North Carolina.

Upon his return from North Carolina, Speaker Candu quickly rose through the ranks of the Moldovan government. In 2013, he was appointed Deputy Chairman of the Parliament where he ensured the effectiveness of public institutions. Following this role he was appointed Deputy Prime Minister and Minister of the Economy in 2014, where he managed energy security as well as the loss of trade revenue due to Russian embargoes against Moldovan food. Since the beginning of 2015 he has been the Speaker of the Parliament where he ensures that the legislative body is acting within the provisions of the Moldovan Constitution and rules of Parliament.



Speaker Candu (third from left) and his fellow parliamentarians with Rep. David Price (NC-04) and Open World executive director John O'Keefe (second from right).



Speaker Andrian Candu



Members of the National Assembly of the Republic of Serbia

Travel Date: September 14, 2014

Location: Columbus, OH and Hartford CT

Theme: Parliamentarians

Grantee: FHI360 (Columbus), Friendship Force (Hartford)

Local Host: International Visitors Council of Columbus and Friendship Force of Hartford

Result: Multipliers

In September, two delegations of Serbian parliamentarians arrived to experience up close American-style accountable governance in Hartford, CT and Columbus, OH. When they arrived in Washington, D.C. the delegates met with Rep. Robert Aderholt (AL-4), Rep. Trent Franks (AZ-8), Rep. Ted Poe (TX-2), Rep. Corrine Brown (FL-5), Rep. Danny K. Davis (IL-7), Rep. Emanuel Cleaver (MO-5), and Senator Chris Murphy (CT). One parliamentarian hosted in Hartford, Zoran Babic, invited Senator Murphy to visit the Serbian Parliament, which he accepted. Senator Murphy addressed the Serbian Parliament on October 15.

The Columbus delegation met with John Larson (D-CT) during one of his campaign stops where they learned more about how campaigning in the United States works. They also attended discussions on U.S. electoral procedures and how to prevent voter fraud. After this they met with different members of the Ohio General Assembly and different city leaders to talk about the roles they play. Their tour of Columbus's local government and of the state government helped to broaden their perspective on American governance.

The Hartford delegation had the opportunity to see how legislative discussion in the U.S. works when they visited the Connecticut State Senate and observed the Senate discuss a piece of proposed legislation. They then attended a panel on the separation of powers, city council meetings, and a round table discussion on the electoral process. One of the most significant experiences they had was seeing the benefits of direct elections of representatives. Each of them appreciated how accessible U.S. elected officials make themselves to their constituents.



Parliamentarians from Serbia meet with Rep. Trent Franks (AZ-8).



Parliamentarians from Serbia meet with Rep. Danny Davis (IL-7).



Member of Parliament Dastan Bekeshev

Travel Date: June 21, 2011

Location: Pittsburgh, PA

Theme: Parliamentarians

Grantee: CIP

Local Host: GlobalPittsburgh

Result: Projects

In 2014, Member of the Kyrgyz Parliament Dastan Bekeshev celebrated the 75th tour of the Zhogorku Kenesh building, Kyrgyzstan's equivalent of the United States Capitol. MP Bekeshev initiated this tradition after being greatly impressed with the accessibility that citizens had to the U.S. Capitol while on the Open World program in 2011. Before MP Bekeshev returned to Kyrgyzstan, tours of the capitol were rare but after meeting with U.S. Capitol staff, MP Bekeshev was introduced to the idea of a transparent governing body. He patterned his tour model on what he observed in the United States. Early on his colleagues could not understand why it was important to allow school children, students and other citizens to visit the Parliament. Soon after the tours started, his colleagues slowly grew to appreciate these tours and now Members of Parliament regularly invite guests to the Parliament building.

According to MP Bekeshev, "Touring the Parliament allows constituents and legislators to come face to face allowing for real conversation."

Thanks to this new initiative, citizens now have the opportunity to see how their government operates with their own eyes and meet their representatives. Since his return MP Bekeshev has adopted social media as a way to be transparent with his constituents, using Facebook and Twitter to discuss bills and a video blog that is posted on YouTube. MP Bekeshev has also adopted a very American concept, the sale of vanity plates for governmental revenue. He also considers email to be a formal method of communication and has put this into recent legislation.

One of the youngest members of Parliament, and visually impaired, Bekeshev is an energetic and persuasive public speaker and often appears on TV demanding protection of handicapped peoples' rights and speaking on human rights violations. Bekeshev has been very critical of the Kyrgyzstan intelligence and law enforcement agencies.



Dastan Bekeshev (left), Open World Executive Director John O'Keefe (middle) and a delegation of Kyrgyz parliamentarians presenting at John Hopkins University hosted by Central Asia Caucasus Institute in 2011.



Member of Parliament Gheorghe Mocanu

Travel Date: May 5, 2014

Location: Raleigh, NC

Theme: Parliamentarians

Grantee and Local Host: International Focus

Result: Projects

2014 was a phenomenal year for Open World alumni in Moldova: in the November elections 15 alumni were elected to serve in the Moldovan Parliament. In May, Gheorghe Mocanu and his fellow Moldovan parliamentarians visited the United States in order to see firsthand how our nation works. His experience had a profound impact on his way of thinking and he began implementing his ideas as soon as he arrived back in Moldova. Since June 2014, he has worked tirelessly to initiate legislation on issues he finds important as well and bring more accountability to his government. Here, Mocanu describes, in his own words, his success since his travel on the Open World Program.

“In November 2014 the Moldovan parliamentary elections were held. Our main priority was to assure that Moldova would retain a pro-European government. The elections results re-emphasized the European vector which our country chose since 2009 and I was elected to a second term as a member of the Moldovan Parliament; I am also a member of the Committee for Economy, Budget, and Finance.

My visit to the United States was the source of inspiration for several legislative initiatives and amendments. One of them is the Declaration on the Neutrality and Freedom of the Internet and Development of the Information Society. I have proposed several changes to the Education Code, and have also introduced several legislative initiatives dedicated to the stimulation of entrepreneurship in Moldova.

In June 2015, we held our local elections, where I was involved in the campaigns of my fellow party members running for various positions in the local administration.

Because of my work in anti-corruption and financial transparency, my peers elected me secretary of the Parliamentary Investigation Committee for assessing the situation in the banking system.

As U.S. history shows us, democracy is not built in a single day. I still remember the many memorable discussions I had with people I met while I was in the U.S., the images of the places I saw, the well-being and enthusiasm which I shared with my host family during the evenings.



Gheorghe Mocanu

All these experiences have been powerful sources of inspiration for me and have made me confident that we can make things better in Moldova. I want to take this opportunity to thank all those who contributed to the excellent organization of the Open World Program.”



The Senator Ben Nelson Fellows, Medical Doctors from Russia

Travel Date: March 25, 2014

Location: Omaha, NE

Theme: Molecular Diagnostics

Grantee: Friendship Force International

Local Host: Friendship Force of Greater Omaha

Result: Partnerships

The third annual visit of the Senator Ben Nelson Fellows kicked off in Washington, D.C. where the group of specialists from Russia met with Dr. Marya Levintova, Ph.D., International Health Program Officer for Russia, Eurasia and Arctic Affairs and Arctic Affairs, at the National Institutes of Health and Dr. Michael Bukrinsky, M.D., Ph.D., FAHA, Professor of Microbiology, Immunology and Tropical Medicine, at George Washington University.

The delegation also had a discussion luncheon with Open World's founding chairman and Librarian of Congress Dr. James H. Billington and Senator Ben Nelson, the namesake of the Nelson Fellows.

In Omaha, the doctors interacted with medical professionals from the University of Nebraska Medical Center (UNMC). One of the many highlights of the visit was meeting with Dr. Howard Gendelman, Margaret R. Larson Professor of Internal Medicine and Infectious Diseases Chair, Department of Pharmacology and Experimental Neuroscience, who also speaks Russian. After talking shop, he led the group in singing several Russian songs that he remembered from his childhood. A number of Russian-speaking UNMC researchers led laboratory tours or joined our group for lunches at UNMC. The group was very interested in the work of the Nebraska Center for Virology at the University of Nebraska at Lincoln, led by Dr. Charles Wood. They were impressed by the hospital/clinic and research work being done in Zambia and by the ongoing consultation provided to China in the area of AIDS/HIV.

The delegates spent almost an hour in a question and answer session at the Omaha office of then-Representative Lee Terry. A welcome dinner for the delegation, their home hosts, and Senator Ben Nelson and his wife Diane was hosted by Open World Trustee Michael Yanney and his wife Gail. Also in attendance was the chairman of the Open World Board of Trustees Walter Scott, Jr. and Jane Sargus, Open World's deputy executive director.



Dr. Gordon Todd, University of Nebraska Medical Center Department of Anatomy, with some of the Nelson Fellows.



Senator Ben Nelson (standing) greets the Nelson Fellows from Russia at a lunch with Open World Founding Chairman Dr. James H. Billington in Washington, DC.



A Partnership with the Yale School of Medicine

Travel Date: August 20, 2014

Location: New Haven, CT

Theme: Post Traumatic Stress Disorder

Local Host: Yale School of Medicine

Result: Multiplier and Project

In response to a critical need in Ukraine, Yale School of Medicine, Department of Psychiatry and the United Ukrainian American Relief Committee hosted a delegation of leading psychiatrists, psychologists, social workers, and clergy on a timely program to study effective means for screening and treating acute stress and Post Traumatic Stress Disorder (PTSD). This program provided an intensive week-long in-depth training on American mental health support practices. Two of the delegates, Mykola Vynnytskyi and Andriy Sydorenko, have briefed Peace Corps staff on PTSD and have attended Peace Corps training on Project Design and Management. Vynnytskyi and Sydorenko, have utilized their planning skills and now conduct training and provide consulting services on project design and management.

In addition, they have collaborated with their colleagues in Lviv to create a Rehabilitation and Adaptation Center in that city. Another unique outcome of the Open World program for this group was the creation in March 2015 of the Center of Psychological Health which was also established in Lviv as a joint initiative of the Ukrainian Greek Catholic Church and Caritas International Charitable Foundation. This effort was spearheaded by another delegate from this PTSD delegation clergy member Andriy Lohin. The purpose of the Center is to provide rehabilitation and counseling to armed forces, militia members, and their families to help them overcome acute stress symptoms and PTSD.

In August 2015, Yale School of Medicine host coordinator Dr. Martha Bojko met with Rep. Rosa DeLauro, who represents the Yale and New Haven district, in Kyiv, where she was a part of Rep. Nancy Pelosi's official delegation. Dr. Bojko followed up the conversation about trauma in Ukraine with Rep. DeLauro when she returned to New Haven updating her on future Yale/Open World collaborative programs for Ukraine behavioral healthcare providers and medical professionals.



Senator Chris Murphy with Ukrainian PTSD professionals.



Giorgi Tabuashvili, Director General of the Georgian Revenue Service

Travel Date: November 5, 2009

Location: Maryville, TN

Theme: Energy: Policy, Security, and Sustainability.

Grantee: FHI360

Local Host: Blount County Sister Cities Organization

Result: Professional Advancement

At the time of his participation in the Open World program in 2009, Giorgi Tabuashvili was general director of the Policy and Management Consulting Group, an international development consulting company in Georgia. He had spent a significant amount of his career working within the Georgian government in various ministries related to economics and finances as well as in private industry. While on the Open World program in Maryville, TN, he toured large industrial businesses to observe their practices, attended lectures regarding energy security, and learned more about what life is like in the United States. Tabuashvili reported:

“Participation in the Open World program was a great opportunity for me to become more acquainted with values and institutions of the United States. The experience I gained during this program was very helpful to better understand how institutions function in a market economy and it helped me in my career advancement. We were especially delighted by the warm hosting of our delegation by host families and organizations and I am sincerely grateful to American people and authorities.”

In August 2014, Tabuashvili was named the Director General of the Georgian Revenue Service and the Legal Entity of Public Law. Prior to this post he was the First Deputy Minister of Defense.



Giorgi Tabuashvili



Tajikistan

Hosting Highlight: Bridges to Tajikistan

Travel Date: October 9, 2014

Location: Albuquerque, NM

Theme: NGO Development

Grantee: FHI360

Local Host: Bridges to Tajikistan

Result: Projects and Multipliers

Bridges to Tajikistan has been a supporter of the Open World program since 2013, when co-founders Karen Shafer and Rikki Quintana were inspired to establish a non-profit dedicated to relations with Tajikistan after hosting an Open World delegation. Originally, their mission was to provide English language books, and they did arrange several shipments. Their mission grew, however, as they made new connections with individuals and organizations in Tajikistan.

Bridges to Tajikistan is committed to creating sustainable relationships between people in Tajikistan and the United States. The mission has expanded from providing books to arranging connections between American and Tajik universities, businesses, and a Rotary Club as well as providing support for growing NGOs.

Bridges to Tajikistan hosted an Open World delegation of NGO leaders in October 2014 and found that the Americans who interacted with them benefitted from the presentations that they gave on projects they are working on such as disability support, tourism, and exports. One home stay host commented, "I cannot believe how much we have learned from these wonderful men from Tajikistan." One member of the Tajik delegation was successful in arranging for the first of many shipments of Tajik handicrafts to sell through the New Mexican Folk Art Alliance. Another direct result from Open World's relationship with Bridges to Tajikistan is the sending of Emmy award-winning documentarian Chris Schuler to Tajikistan at the request of the October delegation. Schuler will produce a video looking at at-risk children's issues and will conduct training with a local Tajik television station on production and journalism. The U.S. Embassy in Dushanbe is providing funding for his travel.



Bridges to Tajikistan founders Rikki Quintana (third from left) and Karen Shafer (third from right) at home with Tajik NGO leaders.



Partnership with Tulane University

Travel Date: May 15, 2014

Location: New Orleans, LA

Theme: Trauma Doctors

Local Hosts: Tulane University and the World Federation of Ukrainian Medical Associations (WFUMA)

Medical professionals from across Ukraine were brought together to observe pre-hospital trauma care practices at Tulane University with Professor Norman McSwain and learn the current standards of pre-hospital care. The delegates participated in the U. S. National Association of Emergency Medical Technicians (NAEMT) Pre-Hospital Trauma Life Support (PHTLS) course and qualified to be instructors for this course in Ukraine. They also learned new methods for responding to wounds suffered on the battlefield and use of the latest medical technology for such wounds.

This Open World program helped begin official promulgation of PHTLS as well as Tactical Combat Casualty Care (TCCC) courses in Ukraine during a time of unexpected crisis and need for such knowledge and skill. To help promote and sustain this effort, in 2015 the Foundation of the Ukrainian Medical Association of North America, a WFUMA member, raised community awareness and funds for trauma training manikins and the California Association to Aid Ukraine funded the purchase of student manuals for the core course site in Ukraine. The timely collaboration has introduced practice-change that is embraced and growing with positive impact in private and public settings throughout eastern and western Ukraine.



Tulane University Trauma Surgeon Professor Norman McSwain (in white lab coat), and Roxolana Horbowji, M.D., general/critical care surgeon and WFUMA-US president with the Ukrainian delegation in New Orleans.



Elections Officials

Travel Date: October 31, 2014

Location: Phoenix, AZ

Grantee: Friendship Force

Local Host: Friendship Force

Result: Multiplier

Kazakh nationals visited Phoenix, AZ to see for themselves how local elections are conducted in the United States. A highlight of their trip was experiencing an honest election and ballot privacy. The participants included members of the Kazakh NGO community who were interested in learning about the perception and effectiveness of U.S. NGOs. The delegates, who are accustomed to the way in which Kazakhstan appoints their officials rather than relying on a voting system, were surprised by the electoral system by which Americans cast their vote for their officials,

The delegates were very impressed by how much power local elected officials hold and how ordinary people were able to interact with their local elected officials. They were most intrigued by how we entrust our government to hold free and fair elections and how voters can mail in their ballots without worrying someone would open them to find out how they voted. The delegates met with over 30 public officials actively engaging them in discussions on the U.S. electoral system.

The Kazakh delegation imparted their opinions on world politics and governance in Kazakhstan to two groups made up of citizens of Arizona. A meeting also took place with a representative of the Arizona National Guard, which has a long-standing partnership with the Kazakh military. It was very positive on both sides and served to enhance their relationship.



Kazakh elections officials meet with the Maricopa County Recorder's Office.



Rick Gray (center), Majority Whip of the Arizona State Legislature, meets with the elections officials in Sun City.



Anatoliy Zasoba, head, NGO “Crimean Diaspora”

Travel Date: October 22, 2014

Location: Buffalo, New York

Theme: Internally Displaced Persons and Refugees

Grantee: FHI360

Local Host: International Institute of Buffalo

NGO leader Anatoliy Zasoba and his fellow delegates observed how NGOs help with refugees around the world while being hosted in Buffalo. Zasoba was particularly interested in business models for NGOs and met with the International Institute of Buffalo’s finance director who briefed him on practices in the United States. He was also inspired by the West Side Bazaar, an international small business incubator. Other valuable takeaways from the Buffalo program were:

1. Understanding U.S. legislation in terms of dealing with refugees
2. Experiencing the services available to promote refugee integration
3. Learning about methods of encouraging refugee employment
4. Observing the cooperation of state institutions with non-profits
5. Knowing more about entrepreneurship initiatives for refugees

Since his return to Ukraine, Zasoba has called upon his Open World experience to improve his NGO, Crimean Diaspora, primarily active in assisting IDPs from Crimea and eastern Ukraine. Zasoba implements projects that provide psychosocial support, legal advice, child care, and support for the entrepreneurial initiatives of IDPs. One of his many accomplishments was establishing the “IDP Hub,” a space where thousands of displaced people in Kyiv and the surrounding region can gain access to crucial social services.



Anatoliy Zasoba



Zasoba (back row, red shirt) with his delegation and their hosts after being given their certificates of program completion in Buffalo.



A Partnership with the Yeltsin Presidential Center

Travel Date: September 13, 2014

Location: Little Rock, AR, Dallas, TX, and Washington, DC

Theme: Presidential Libraries

Local Host: Arkansas Council for International Visitors in Little Rock and the North Texas Council for International Visitors

Grantee: FHI360

Result: Contributions

Yeltsin Fellow Aleksandr Babkin is responsible for working with photo, video, and audio materials, and one of his most challenging questions is how to organize collections. The result of a cost-share arrangement between the Yeltsin Presidential Center and the Open World Leadership Center, Babkin and four of his colleagues got to ask the hard questions while visiting the Clinton Presidential Center in Little Rock and the George W. Bush Presidential Center in Dallas, and the National Archives, the Library of Congress, and Mount Vernon in Washington, DC. This was the second group of Yeltsin Fellows to date.

Babkin shares his experience:

“I work both at the Yeltsin Foundation and the Russian State Archive of Film and Photo Documents (founded in 1926). Since I am responsible for working with photo, video, and audio materials, one of my biggest challenges is how to organize collections.

Visits to the presidential centers, including detailed familiarization with the inner organization of all their departments, including archives, helped me a lot – especially the Library of Congress and Arkansas Studies Institute in Little Rock. Comparing how these institutions organize materials became one more important argument for the use of my newly chosen approach.

Visiting the presidential centers in the U.S. and meeting my American counterparts allowed me to see how important it is to work in this rapidly changing world with the help of different media. It is imperative to engage the younger generation.



Aleksandr Babkin (second from right) and the Yeltsin Fellows meet with John Orrell, Public Affairs Specialist at the George W. Bush Presidential Center in Dallas.

I would like to add that a visit to the Hillary Clinton Children’s Library in Little Rock was a revelation and key to understanding American culture and how your society developed.

My special thanks go to the Open World Leadership Center and the host families and institutions. Not only did we learn a lot, but we also cherish warm memories of everyday human communication. These wonderful examples of people to people diplomacy contributed to my positive belief that, despite current political controversies, there are more similarities between Russia and the U.S., than differences.”



Tajikistan

Mustafo Abdulloev, Senior Specialist, Ministry of Economic Development and Trade

Travel Date: October 9, 2014

Location: Orem, UT

Theme: Young Government Leaders

Grantee: FHI360

Local Host: Utah Valley University

Result: Multiplier

Mustafo Abdulloev, a senior specialist in the Ministry of Economic Development and Trade in Tajikistan took part in a delegation of young leaders in government that spent a week in Orem, UT. Local hosting organization Utah Valley University provided firsthand exposure to how government runs in the United States. A highlight of the trip was holding a roundtable discussion with Rep. Jason Chaffetz's (UT-3) senior advisor Jennifer Andelin and his communications director Jennifer Scott to discuss the system used to handle citizen complaints. Also meeting with a group of students at Utah Valley University for a presentation and panel discussion gave Abdulloev the opportunity to share his professional experience with Utahans.

Local Host Coordinator R.E "Rusty" Butler commented, "The most impressive aspects of the visit, i.e., Lehi City, Orem City, Utah County and the Chamber of Commerce/World Trade Center, prompted several delegates to speak of employing best practices in governance wherever applicable. The Utah entities were very frank in mutual discussion to explore how best each side could benefit from the other."

Since his return to Tajikistan, Abdulloev has actively made use of the experience he had and makes it a point during speeches and other public presentations to talk about how the United States developed its economy and how it provides a high level of service to its citizens. Abdulloev has initiated a number of projects since he came on the Open World program:

In December 2014, he organized the National Conference on Rehabilitation at the Community Level: Reaching the Unreached in Tajikistan. In early 2015, he put together a meeting between the National Development Council and the Forum for National Strategy for the Development of the Republic of Tajikistan (through 2030) and the Strategy for the Sustainable Development of the Republic of Tajikistan for the years 2016-2020.



Mustafo Abdulloev (far left) and his group meet with Michaelann Gardner, Director of Communications (center) and Jack Holmes, Director of Development (fourth from right) at United Way of Utah County.

Some of 2014'S Congressional Meetings with Open World Delegations



Senator Boozman (AR) met with a Russian Accountable Governance delegation, answering their questions on how each level of government (city, county, state, and federal) works for and with constituents. He also took the time to share his personal thoughts on the importance of personal relationships with his constituents. February 27, 2014



Senator Ayotte (NH) met with Executive Director John O'Keefe and Russian delegates welcoming them to the United States and to their host city, Concord, New Hampshire. The Russian delegates enjoyed the visit, discussing information and data security and how the Senator is involved with state youth programs. February 27, 2014



Rep. Jeff Fortenberry (NE-1) met with Azerbaijani delegates at an election night celebration event in Nebraska. Rep. Fortenberry is on the Open World Board of Trustees. October 29, 2014



Senator Sherrod Brown meets with Serbian delegates interested in community curation at his informal weekly Ohio Constituent Coffee. They brought the Senator questions about how to build a community and chatted about other issues they had in mind, such as what to expect in Akron, their host city. Senator Brown impressed delegates at how accessible members of Congress make themselves. May 2, 2014



Rep. Joe Pitts (PA-16) met with Moldovan Members of Parliament answering their questions about the role of Congress in the United States. May 6, 2014

Rep. Danny Davis met with Georgian delegates visiting Chicago to learn more about religious tolerance and diversity. They met him in his district office in Chicago where they learned more about initiatives there to foster diversity and promote religious diversity and asked him how to initiate these kinds of ideas back in Georgia. September 17, 2014





Rep. Eliot Engel (NY-16) (center) with Albany-bound urban planners from Kosovo. The group discussed Rep. Engel's work as Ranking Member of the House Committee on Foreign Affairs. Also pictured is Jason Steinbaum, Democratic Staff Director for the House Committee on Foreign Affairs. June 19, 2014



Senator Heinrich (NM) met with a delegation of Kazakh non-proliferation experts to discuss what they do in their country to further global non-proliferation efforts. The Kazakh engineers were hosted by Sandia National Laboratories in Albuquerque. Senator Heinrich is on the Open World Board of Trustees. November 13, 2014



Rep. Paul Tonko (NY-20) met with urban planning experts from Kosovo in his Washington office to answer their questions on how he deals with urban development in Albany and his district. They also asked questions about how to make their cities more appealing to foreign investment, tourism, and accessibility for their citizens. June 19, 2014



Rep. Marcy Kaptur (OH-9) spent time with a group of women entrepreneurs from Ukraine in Ohio Amish country. Open World Executive Director John O'Keefe (far right) joined the group in the field to facilitate the visit. November 12, 2014



Rep. Scott Peters (CA-52) met with a group of Russian health specialists to discuss the U.S medical care system. They asked questions about Medicare, health insurance, and the Affordable Healthcare Act. Rep. Peters also told them about how his state's program, CoveredCA, works with the Affordable Healthcare Act. May 22, 2014



Senators Chris Murphy and Richard Blumenthal (CT) attended the closing reception of Open World's Post Traumatic Stress Disorder program at the Yale School of Medicine. The senators heard first-hand about what Ukrainian medical professionals and clergy have experienced and more about the current situation in Ukraine. August 21, 2014

Host Recognition Events for 2014



Law faculty and civic rule of law specialists from Kosovo meet with Rep. Eliot Engel (NY-16) in his district White Plains, NY. Executive Director John O'Keefe was also on hand to honor the hosting work of Mercy College, who programmed the entire week. January 17, 2014

Open World held nine recognition ceremonies in 2014 to acknowledge local hosts' dedication to providing excellent programming and home hosting to our delegates. The organizations included:

- Mercy College - White Plains, NY
- International Visitors Council of Columbus - Columbus, OH
- Friendship Force of Greater Omaha - Omaha, NE
- Northern Nevada International Center - Reno, NV
- Friendship Force of North Georgia - Big Canoe, GA
- Great Lakes Consortium for International Training and Development (with WSOS) - Toledo, OH
- World Trade Center Institute - Baltimore, MD
- Sebastopol World Friends - Sebastopol, CA

Open World Turns 15

The Open World Leadership Center celebrated its 15th Anniversary on December 4 with a spectacular celebration at the Library of Congress, and paid tribute to Open World's founding Chairman Dr. James H. Billington for his vision and leadership with numerous accolades and awards. Event Chair Susan Carmel Lehrman, along with the Open World Leadership Center's Board, marked this occasion with "An Evening of Music and Friendship" which included special appearances by internationally acclaimed artists from around the world. The evening's Master of Ceremonies was former U.S. Ambassador to the Russian Federation John Beyrle, and other speakers included Open World Trustees Senator Roger Wicker (MS), former U.S. Ambassador to the Russian Federation and Open World Trustee Ambassador James F. Collins, and Open World Leadership Center Chairman Walter Scott, Jr.



Rep. Robert Aderholt (AL-4) with Open World facilitator from Ukraine, Serhiy Shtukarin.



Open World Founding Chairman Dr. James H. Billington and Mrs. Billington (center, with roses) with Event Chair Susan Carmel Lehrman (right), and Open World Executive Director John O'Keefe (far left).



Open World Founding Chairman and Librarian of Congress James H. Billington addresses attendees.



Supreme Court Justice Samuel Alito and his wife, Martha Bomgardner, with Open World Trustee Senator Roger Wicker of Mississippi.



Open World was honored to share the anniversary event with 48 young professionals from Ukraine.

Open World Partners

The Open World Leadership Center would like to acknowledge the agencies, organizations, and individuals that helped us carry out program operations and specialized programming in 2014 and so generously supported our alumni program.

General Program Support

- The nonprofit **American Councils for International Education** provided major administrative and logistical support.
- **U.S. Embassy** staff in Open World countries made recommendations on nominating organizations and themes; helped nominate and select candidates; took part in predeparture and alumni activities; and served as the Center's liaisons with governmental and nongovernmental entities.
- **U.S. Embassy** staff in Armenia, Azerbaijan, Kosovo, Mongolia, Serbia, Tajikistan, Turkey, and Turkmenistan also managed delegate selection and travel and accompanied delegations as facilitators.
- The **Library of Congress** provided financial management services, administrative support, and office and event space via an interagency agreement.

Cooperative Programming

- The **U.S. Agency for International Development** partially funded two Ukrainian education and innovation exchanges through USETI, focused on transparency in higher education.
- **U.S. Department of State** provided \$270,000 for cooperative programming in Serbia.
- **The Office of U.S Assistance to Europe and Eurasia of the Department of State (EUR/ACE)** provided \$3,049,980 for cooperative programming in Russia.
- In mid-August 2014 Open World collaborated with the Yale School of Medicine, Department of Psychiatry and the United Ukrainian American Relief Committee to bring twenty-three leading psychiatrists, psychologists, and clergy on a timely program to study effective means of treatment for Posttraumatic Stress Disorder. Also, in a program in May, twelve medical professionals took part in a pre-emergency medical treatment program at the Tulane School of Medicine. Both of these projects were developed as part of a rapid response to the crisis in Ukraine and were also generously co-funded by the hosting institution and private donors.

- The Center partnered with other organizations in 2014 to provide Open World programming on a cost-share basis for other exchange program participants while they were in the United States. These organizations were the **Moscow School of Political Studies, USAID, The Turkish Council of Judges and Prosecutors, The Supreme Court and the Office of the Prosecutor of Estonia, Yeltsin Presidential Center;** and the **Rumsfeld Foundation** (for Fellows from Central Asia and the Caucasus studying local governance).

Rule of Law Program

The **U.S. Judicial Conference Committee on International Judicial Relations (IJRC)** coordinates the federal judiciary's relations with foreign judiciaries and serves as an international resource on the rule of law. The IJRC helped develop Open World's rule of law programming and organized federal court participation in it, recruiting federal host judges and providing general program guidance. In its capacity as the federal judiciary's administrative arm, the **Administrative Office of the U.S. Courts** provides staff support to the IJRC. This staff assisted federal host judges and organized Washington orientations for rule of law delegates.

2014 Open World Grantees

Each year the Open World Leadership Center awards grants to competitively selected organizations across the United States to carry out its community-based professional exchanges. On occasion, the Center also awards grants to organizations that it has solicited to host specialized delegations. The grantees recruit and oversee a network of local affiliates and partners to conduct the visits, or carry out the visits themselves. The Center gratefully acknowledges the following organizations for their service to Open World in 2014:

Cambridge-Yerevan Sister City Association (Cambridge, MA)

Council of International Programs USA (Chagrin Falls, OH)

Center for Safe Energy (Berkeley, CA)

Friendship Force International (FFI)

FHI 360 (Washington, DC)

Georgia to Georgia Foundation, Inc. (Marietta, GA)

International Focus (Raleigh, NC)

Rotary Club of Oklahoma City (Oklahoma City, OK)

Rotary International (Evanston, IL)

Sandia National Laboratory (Albuquerque, NM)

Supporters of Civil Society in Russia (St. Louis, MO)

US-Ukraine Foundation (Washington, DC)

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

2014 Local Host Organizations

Open World would like to thank the following organizations and institutions for hosting our delegations in 2014:

Alabama

Birmingham Sister Cities Commission – Ukraine Committee

International Services Council of Alabama

Arizona

Friendship Force – Phoenix

People to People International, Greater Phoenix Chapter

Rotary Club – Kingman Route 66

Arkansas

Arkansas Council for International Visitors

California

Friendship Force – Kern County

Friendship Force of Sacramento

International Visitors Council – Los Angeles

Modesto Sister Cities International

People to People International – Greater Los Angeles Chapter

Sacramento City College, International Studies Program

San Diego Citizen Diplomacy Council

San Diego-Vladivostok Sister City Society

Santa Cruz Sister Cities

Sebastopol World Friends, Chyhyryn Committee

Christopher M. Klein, *Bankruptcy Judge*

Ronald H. Sargis, *Bankruptcy Judge*

Colorado

Boulder Chorale

Boulder-Dushanbe Sister Cities

Rotary Club – Longmont

Rotary Club – Parker

WorldDenver

Connecticut

Friendship Force – Hartford

Rotary Club – New Haven

Yale University School of Medicine

Robin Tebora, *Clerk of Court*

Delaware

University of Delaware, Institute for Global Studies

Florida

GlobalJAX (formerly Jacksonville International Visitor Center)

Gulf Coast Citizen Diplomacy Council

Miami Council for International Visitors

Rotary Club – Seminole County South

Sister City Program – Gainesville, Inc

Georgia

Friendship Force – Greater Atlanta

Friendship Force – North Georgia

Georgia to Georgia Foundation

Greater Savannah International Alliance

Illinois

Council of International Programs – Chicago

Illinois Central College

International Cultural Educational Association

Rotary Club – Chicago

Springfield Commission on International Visitors

Supporters of Civil Society in Russia, Inc

WorldChicago

Collins T. Fitzpatrick, *Circuit Executive*

Iowa

Community Sister City Organization (Osage)

Council Bluffs Tobolsk Sister City Association

Dubuque Chamber of Commerce

Friendship Force – Cedar Rapids/Iowa City

Iowa Sister States

OPEN (Organization Promoting Everlasting Neighbors)

Larry Eisenhower, former *State Court of Appeals Judge*

Kansas

Friendship Force of Kansas

International Visitors Council – Greater Kansas City

Kentucky

World Affairs Council of Kentucky & Southern Indiana

Louisiana

Tulane University

Maryland

Maryland Sister States Program

Rotary Club – Towsontowne

World Trade Center Institute, International Visitors Program

Richard Bennett, *District Judge*

Massachusetts

Cambridge-Yerevan Sister City Association (CYSCA)

International Center of Worcester

WorldBoston

Michigan

Colleagues International, Inc

International Visitors Council – Metropolitan Detroit

Kalamazoo Russian Cultural Association

Pittsfield Charter Township

Minnesota

Duluth/Petrozavodsk Committee,

Duluth Sister Cities International

Friendship Force – Minnesota/Twin Cities

Jeffrey Keyes, *Magistrate Judge*

Paul A. Magnuson, *District Judge*

Mississippi

International Visitors Center – Jackson

Rotary Club – Jackson

Leslie H. Southwick, *Appeals Court Judge*

Missouri

International Visitors Council – Greater Kansas City

St. Louis – Samara Sister Cities Committee

Supporters of Civil Society in Russia, Inc

World Affairs Council – St. Louis

Montana

Advisory Commission on International Relationships for City of Great Falls

Friendship Force – Central Montana

WorldMontana

Nebraska

Friendship Force – Greater Omaha

Friendship Force – Lincoln

Heartland Family Service

Nevada

International Center
 Northern Nevada International Center
 Rotary Club – Fremont
 Rotary Club – Reno
 Rotary Club – Reno Central
 Rotary Club – Southern Nevada
 Valerie Cooke, *Magistrate Judge*
 Lloyd D. George, *District Judge*
 Howard McKibben, *District Judge*

New Hampshire

Friendship Force – the New Hampshire Seacoast
 World Affairs Council – New Hampshire

New Mexico

Albuquerque/Ashgabat Sister Cities Committee
 Bridges to Tajikistan
 Council on International Relations
 Sandia National Laboratory
 Santa Fe Council on International Relations

New York

Albany-Tula Alliance
 Friendship Force of Hudson Valley
 International Institute of Buffalo
 International Center of the Capitol Region
 International Center of Syracuse
 International Institute of Buffalo
 Mercy College
 Rochester Global Connections (formerly Rochester International Council, Inc.)
 Rotary Club – Monticello
 Frank LaBuda, *County Court Judge and Surrogate*

North Carolina

Friendship Force – Central North Carolina
 Friendship Force – Raleigh
 Hendersonville Sister Cities, Inc.
 International Focus, formerly International Affairs Council of North Carolina
 International House of Charlotte (formerly Metrolina)
 Rotary Club – Greensboro
 Stafford Institute
 Allyson Kay Duncan, *Circuit Judge*

North Dakota

Dacotah Territory International Visitor Program

Ohio

Akron International Friendship
 Cincinnati-Kharkiv Sister City Partnership
 Cleveland Council on World Affairs
 Council of International Programs – Cleveland
 Friendship Force – Dayton
 Great Lakes Consortium for International Training and Development
 Greater Cincinnati World Affairs Council
 International Visitors Council – Columbus
 Wright State University

Oklahoma

Friendship Force – Oklahoma
 Rotary Club – Oklahoma City
 Tulsa Global Alliance
 Stephen Friot, *District Judge*

Oregon

Umpqua Community College

Pennsylvania

GlobalPittsburgh (Pittsburgh Council for International Visitors)
 MaGee Womancare International
 Ukrainian Federation of America

South Carolina

Palmetto Council for International Visitors
 Soonch

Tennessee

Friendship Force – Knoxville
 Friendship Force – Memphis
 Friendship Force – Southcentral Tennessee
 Memphis Council for International Visitors
 Sister City Association – Chattanooga

Texas

Center for Safe Energy – Austin
 Kilgore College Small Business Development Center
 North Texas International Visitor Council
 Rotary Club – San Antonio North Central

Utah

Friendship Force of Utah
 Utah Valley University, Office of International Affairs & Diplomacy

Vermont

Vermont Council on World Affairs

Virginia

Arlington Sister City – Ivano-Frankivsk Committee
 FHI360
 Virginia Commonwealth University – L. Douglas Wilder School of Government and Public Affairs

Washington

World Affairs Council – Seattle
 World Affairs Council/World Trade Center West

West Virginia

Center for International Understanding, Inc

Wisconsin

Fox Valley Technical College
 Friendship Force – Greater Milwaukee
 University of Wisconsin – Barron County
 University of Wisconsin Extension – Juneau County
 University of Wisconsin – Marathon County
 University of Wisconsin-Marshfield/Wood County
 World Services – La Crosse, Inc

Open World Financial Information

In fiscal year 2014, the Open World Leadership Center received \$6 million in appropriated funds, \$3.3 million in interagency transfers, and \$12,500 in direct private donations. In calendar year 2014, the accumulated value of cost-sharing with the Open World community of grantees, local host organizations, and individual local hosts totaled \$2.5 million.

The Open World Leadership Center submitted a complete set of financial statements for fiscal year 2014 to the independent public accounting firm of CliftonLarsonAllen for a full audit. CLA issued an unmodified (clean) audit opinion on the financial statements and reported a material weakness in Open World's internal control over financial reporting for not recording certain obligations during FY 2014. The results of CLA's testing disclosed instances of noncompliance where Open World failed to execute required documentary evidence related to obligations mentioned in the material weakness it cited for financial reporting. With the 2014 audit, the Center has received nine consecutive clean opinions. The Financial Statements document (with notes) and CliftonLarsonAllen's Independent Auditor's Report are available in full on the Open World website at www.openworld.gov.

Open World Leadership Center

Statements of Net Costs

For the Years Ended September 30, 2014 and 2013

	FY 2014	FY 2013
Net Costs by Program Area:		
Program Costs	\$ 10,164,382	\$ 11,648,703
Less Earned Revenue	45,000	0
Net Costs of Operations	\$ 10,119,382	\$ 11,648,703

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

Open World Leadership Center

Balance Sheets

As of September 30, 2014 and 2013

	FY 2014	FY 2013
Assets		
Entity Assets:		
Intragovernmental Assets		
Fund Balance with Treasury (Note 2)	\$ 701,105	\$ 107,163
Investments (Note 3)	4,635,103	5,525,774
Total Intragovernmental	5,336,208	5,632,937
Prepayments (Note 4)	73,490	67,527
Total Assets	5,409,698	5,700,464
Liabilities		
Intragovernmental Liabilities		
Accounts Payable and Accrued Funded Payroll Benefits	\$ 4,908	\$ 66,013
Other Liabilities	0	17,085
Total Intragovernmental	4,908	83,098
Accounts Payable and Accrued Funded Payroll Benefits	1,172,119	767,155
Unfunded Annual and Compensatory Leave	51,717	45,460
Total Liabilities (Note 6)	\$ 1,228,744	\$ 895,713
Net Position		
Cumulative Results of Operations - Earmarked	4,180,954	4,804,751
Total Net Position	4,180,954	4,804,751
Total Liabilities and Net Position	\$ 5,409,698	\$ 5,700,464

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

Note 2. Fund Balance with Treasury

	2014	2013
OWLC Funds Originally from Appropriations	\$ 664,941	\$ 69,864
Gift Funds	36,164	37,299
Total	<u>\$ 701,105</u>	<u>\$ 107,163</u>
Status of Fund Balance with Treasury:		
	2014	2013
Unobligated Balances – Available	\$ 0	\$ 0
Obligated Balances - Unavailable	701,105	107,163
Total	<u>\$ 701,105</u>	<u>\$ 107,163</u>

Note 3. Investments, net

Funds that are not needed to finance current activities are invested in interest-bearing obligations of the United States. The Center has directed the Library to invest funds derived from contributions in Treasury securities. Due to the short-term nature of the investments, the cost of investments in conjunction with accrued interest approximates their fair market values. Investments outstanding were \$4,635,103 and \$5,525,774 for fiscal years 2014 and 2013. Average annual investment rates were 2.000% and 2.000% in fiscal years 2014 and 2013.

	2014	2013
Face Value	\$ 4,616,000	\$ 5,500,000
Interest Receivable	19,103	25,774
Investments, Net	<u>\$ 4,635,103</u>	<u>\$ 5,525,774</u>

Note 4: Prepayments

The Center awards grants to approximately 12-15 organizations with exchange-program expertise that are competitively selected for the purpose of hosting the foreign delegates. In fiscal years 2014 and 2013, \$73,490 and \$67,527 had been paid to but not yet used by these organizations to carry out their services.

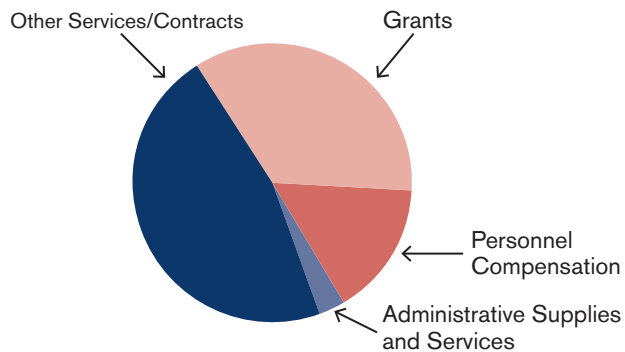
Note 6. Liabilities Covered and Not Covered By Budgetary Resources

	2014	2013
Liabilities Covered By Budgetary Resources	\$ 1,177,027	\$ 850,253
Liabilities Not Covered By Budgetary Resources:		
Intragovernmental	0	0
Other	51,717	45,460
Total	<u>\$ 1,228,744</u>	<u>\$ 895,713</u>

Liabilities covered by budgetary resources include accounts payable, advances from others, accrued funded payroll and benefits, advances from the public, and deferred credits.

Liabilities not covered by budgetary resources include accrued unfunded annual leave and benefits.

Distribution of Select Obligations Categories FY2014



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

Open World Leadership Center Obligations FY2014

Category	FY2014 Actual Obligations
Personnel Compensation (all staff)	\$ 1,020,639
Administrative Supplies and Services	174,092
Other Services/Contracts	3,009,362
Grants	2,196,095
TOTAL – FY2014 Obligations	\$6,400,191

Note: Administrative costs equal \$539,999 or 8.4 percent of total appropriated obligations. Open World used trust fund revenue, prior year recovered funds, and cost reduction measures to maintain programming at previous years' levels.




OPEN WORLD
LEADERSHIP CENTER

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