



International Center of Worcester

June, 2006

Annual Report,

for the Fiscal Year

June 1, 2005 - May 31, 2006

prepared by

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Executive Director

www.IntCent.org

The International Center of Worcester thanks the following for their support of its programs and activities:

- Ø the Bureau of Educational and Cultural Affairs (ECA), U.S. Department of State*
- Ø U.S. Agency for International Development (USAID)*
- Ø the Open World Leadership Center at the Library of Congress*
- Ø the Fletcher Foundation*
- Ø contributing members of the International Center of Worcester*

Mission Statement

ICW's mission is to encourage mutual understanding and friendship between residents of Central Massachusetts, the international community and international visitors.

ICW fulfills its mission through "Citizen Diplomacy:" promoting personal contact between residents of central Massachusetts and citizens of other nations through social, cultural, educational, and professional programs.

A Message from the President

This fiscal year 2005-2006 has presented ICW with some major challenges. Our main funding program, Community Connections, closed down at the State Department in September, and the overall International Visitor Program experienced major cutbacks. Therefore, ICW also experienced significant funding and program reductions. As a result, we reduced the Executive Director to a half-time position after September, and were unable to fund Nadia Anderson, our Project Manager. Because of this uncertainty, our focus for the year shifted to an intense exploration for new sources of revenue. We thank the Andersons for many volunteer hours in this pursuit.

With thanks to COPACE and Clark university, ICW also consolidated our offices in the spring by moving upstairs. The Executive Director made use of a number of interns and other volunteers who did a lot of work in Membership Development and the consolidation of program information. The office's diligent and creative program exploration and application work was rewarded with two recent very successful programs in April and May, 2006: a "Fee for Service" program from the University of Astrakhan in Russia, and a new Community Connections Program from Tajikistan under USAID.

We also finished this year with a wonderful fundraising event, directed by Phyllis Estus, at Kirk Carter's lovely period home in Hudson featuring fine music by Charlotte Zax and others, and a table of delicious desserts. Our thanks go to so many ICW members and hosts whose participation in the fundraiser and these two recent Visitor Programs made them a great success.

Now, because our program funding sources are stabilizing and encouraging for the future, ICW shall again turn our focus onto our 3-year strategic plan and expand member involvement in ICW hospitality and finance committee development. We look forward to the next year with renewed hope for many opportunities to build bridges of understanding and for you, our members, to experience the joy of being a "Citizen Diplomat".

-- Nancy Kimball, President

Overview of 2005-2006

This has been a relatively slow year for the International Center of Worcester due to the decrease in government-sponsored professional exchange programs. Although Federal funding for most of these programs has remained flat, the net number of visitors hosted by ICW has decreased due to the following factors:

- International Visitor Program, US Dept. of State: Increases in *per diem* rates given to international visitors, and in air travel costs due to gas prices has led to at least a 10% decrease (exact figures are not available) in the total number of visitors. This decrease impacts small organizations like ICW more than the larger hosting organizations in the larger US cities.
- Community Connections Program: Formerly sponsored by the Dept. of State, this program ended in June, 2005 and all funds for ICW ended in September. The Program was taken over by USAID and ICW received its first group under the new program in April 2006. In the intervening months, there was no program activity or funding.
- Open World Leadership Program, Library of Congress: Decrease in funding for former Soviet countries and the initiation by the Library of Congress of new cultural programs has led to a decline in this program. Expectations are that we will now only receive one group per year rather than the two or three we received in prior years.

These cuts led to the reduction of ICW paid staff from two full-time to one half-time person. It is important to recognize, however, that staff has continued working virtually full-time on a volunteer basis in spite of cuts in pay. Through these efforts, new programs are being developed and the prospects look favorable for the next fiscal year.

During this year, however, ICW Board and staff continued to work on membership and organizational development. This report summarizes ICW's membership, programs, and financial status during fiscal year 2005-2006 as well as its prospects for the future year.

Membership

ICW members are among the over 80,000 citizen volunteers in organizations similar to ICW across the United States who make up the core of America's "Citizen Diplomacy" efforts. Members participate in ICW by their financial support, by attending ICW events, and by volunteering to help ICW with its activities and programs.

Memberships this year have increased over last year in both numbers and revenues. The following table shows the number of membership dues payments at various levels.

<u>ICW Membership Analysis</u>		
FY 2005-06		
Amount Paid	# Paid	Total \$
\$10.00	1	\$10.00
\$15.00	12	\$ 180.00
\$20.00	4	\$ 80.00
\$30.00	5	\$ 150.00
\$35.00	24	\$ 840.00
\$40.00	1	\$ 40.00
\$50.00	32	\$ 1,600.00
\$60.00	1	\$60.00
\$100.00	18	\$ 1,800.00
\$250.00	1	\$ 250.00
\$500.00	1	\$ 500.00
\$1,000.00	1	\$ 1,000.00
\$2,000.00	1	\$ 2,000.00
Totals:	102	\$8,510.00

These 102 membership payments represent 158 individual members. Last year we had 84 membership payments representing 133 individuals resulting in total payments of \$5,695. We have, therefore, more members, and also higher donations per member.

Our new method of tracking memberships through an automated “rolling membership” has allowed us to keep closer track of our members, sending renewal notices and follow-up reminders, and removing people who have not paid for a long time from our membership mailing list.

Membership Activities

In spite of reduced program activity this year we have made an effort to provide members with opportunities to interact with international visitors. In addition to our Newsletters and special mailings for events, we continue to communicate with members through our email “ICW Flashes.” Although some members do not have email and others prefer not to be put on email lists, we are able to send information and requests quickly to people through these emails. We encourage all members to give us their email addresses so we can communicate with them more quickly.

All-member social occasions that were held during the year include pot-luck dinners that provide opportunities for all ICW members to interact with each other and with our international visitors. This year we have provided the following all-member social events:

1. June 9, 2005, ICW Annual Meeting: Included a multi-media cultural presentation by the Community Connections group from Uzbekistan, with a slide show of the historic city of

Samarkand, national folk and classical music, traditional dress, and dancing by everyone present.

2. October 7, All-Member Fall Gathering and pot luck dinner: Hosted in the home of ICW members, Mary Ann and Gil Pervier. Special guests were a group of six professional women from Cambodia, France, Ghana, Oman, Sierra Leone and Vietnam involved in government, education, and community development.
3. February 25, ICW Annual Winter Outing and pot luck dinner: Hosted at the farm of ICW members Tom and Tabby Tashjian in Oakham.
4. May 13, Farewell Party and Pot Luck Dinner: Hosted in the home of James Welu, it was the farewell dinner for the ten Community Connections group of public health professionals from Tajikistan. The group made a multi-media presentation of their national history, architecture, music, culture, and dance.
5. May 21, 2006, ICW Spring Fundraiser: Held at the historic Apsley Mansion and home of ICW Board member Kirk Carter, it included musical performances by the virtuoso gypsy guitarist Vadim Kolpakov, a four-hands classical piano concert by ICW member Charlotte Zax and Dr. Paul Shannon, guided tours of the Mansion, and an elegant table of gourmet international desserts.

In addition, ICW members often provide home hospitality to our international visitors by inviting them to their homes for dinners or other activities. Families that provided dinner in their homes for visitors during this year included:

- Iouri Alsov
- Royce and Nadia Anderson
- Boris and Vita Aronson
- Joel Blair
- Rachel and Jonah Jackson
- Carol and Dennis Parker
- Hank and Donna Rose
- Dr. Lynda Young and Dr. Robert Sorrenti

In addition:

- June 11-12, George and Tatyana Netch took three visitors from the Community Connections Group from Samarkand, Uzbekistan on an overnight trip to Niagara Falls.
- June 17, a farewell dinner for the members of the same Community Connections group and their host families at the Worcester Holiday Inn.
- July 27, members of the Worcester Women's History Project Worcester hosted a summer barbeque and party at the home of Ellen Laverdure for the five Russian women in the Open World Leadership Program, Women in Education group.
- July 30, Donna and Hank Rose hosted pool-side a lobster and steak cookout in their home as a farewell dinner for from the same Open World group, assisted by Royce and Nadia Anderson, and Dora and Oleh Tkal.
- April 21, Farewell Dinner for Astrakhan group at Maxwell Silverman's restaurant.

Probably the best way for our members to interact with our international visitors and build lasting friendships is by serving as homestay hosts for our visitors. These friendships have led to opportunities for our members to stay in private homes when they travel overseas. We are grateful to these families for opening their homes. The table below lists the families that have served as homestay hosts this year.

Royce and Nadia Anderson	Patricia LaRochelle
Boris and Vita Aronson	Michael and Martha Michalevich
Karen Bengoa*	Carl and Judy Nielson
Clealand and Nancy Blair	Tatiana and George Netch
Stephen and Joan Ceely	Carol and Dennis Parker
Ken Johnson*	Kathy & Robert Rentsch
Lynn and Bernie Gordon	Ellen & Richard Varney
Rachel and Jonah Jackson	Oleh and Dora Tkal
Nan and Will Johnson	Peter and Sharon Smith Viles*
Marlies Kehler*	James Welu*
Nancy & Bob Kimball	*new homestay hosts
<u>ICW Homestay Hosts, FY 2005-2006</u>	

Programs

ICW continues to participate in the same types of programs as in previous years. The main difference is that, for the first time this year, we have hosted a major program on a “fee for service” or contract basis: Rather than being sponsored by a governmental agency, it was identified, negotiated, and implemented entirely between ICW and the visitors. This is a new type of program for ICW and one which we hope to increase since it does not rely on levels of government funding. This program, and the return of the Community Connections Program, pulled ICW out of its financial and programming doldrums and the very end of the fiscal year.

International Visitors (IV) Program

The International Visitors Program is a professional exchange program funded by the Bureau of Educational and Cultural Affairs (ECA) of the US Department of State and administered through the National Council for International Visitors (NCIV) in Washington, DC. ICW is one of 91 “Centers for International Visitors” (CIVs) around the US who are members of NCIV that design professional programs for leaders in various fields selected by U.S. Embassy staff around the world. Typically, programs are for two weeks and visitors travel to several cities such as Worcester for several days each.

Local programming in Worcester for these individuals and groups is done by ICW’s Programming Officer, Anna DeMulder. Some programming and support is performed by Nadia and Royce Anderson. Programs are implemented by Nadia and Royce Anderson along with other ICW volunteers.

During fiscal year 2005-2006, ICW hosted 18 visitors from 15 countries in six programs under the International Visitors Program, down significantly from last year. They are:

1. June 30, 2005, **Multi-Regional Program on Investigative Reporting**, five reporters from Bhutan, Iraq, Norway, South Africa and Yemen.
2. On August 2nd, 2005, **State and Local Government**, a Member of Parliament from Germany.
3. September 13, 2005, **Management of Courts**, two High Court Judges from Malaysia.
4. September 18-21, 2005, **University Administration**, three University officials from Serbia and Montenegro.
5. October 5-9, 2005, **Women and Economic Development**, six women from Cambodia, France, Ghana, Oman, Sierra Leone and Vietnam.
6. November 27-30, 2005, **Local Government**, a Professor and Communist Party member from Beijing, China.

In addition to these programs, ICW staff and volunteers participated in other NCIV activities:

- August 4-6, 2005, ICW's Program Officer, Anna DeMulder represented ICW at the NCIV Northeast Regional Conference in Cincinnati, Ohio for three days of activities and training.
- Feb 15-19, ICW's Executive Director, Royce Anderson; ICW Board member, Nan Johnson; and ICW student intern, Iona Tice attended the NCIV Annual Meeting in Washington DC. In addition to four days of conference activities, they met with Congressman McGovern and the legislative aides of Senators Kerry and Kennedy to lobby for increases in international visitor programs.

NCIV organizes monthly conference calls for local staff in ICW's partner organizations around the country to share ideas and concerns. Royce Anderson takes part in the Executive Director conference calls, and Anna DeMulder takes part in the conference calls for local Programmers.

Board members Hank Rose, Phyllis Estus and Kathy Rentsch have responded to NCIV "Action Alerts" which request letters to be sent to our state legislators in Washington in support of funding for international visitor programs.

ICW received the following grants through NCIV during this fiscal year:

- NCIV Supplemental Community Support Grant for 2005 received, \$1,200. We were one of 40 applications and only 13 grants were given. These grants were targeted to local organizations that experiences severe cuts in government programs and funding.

- NCIV Community Support Grant for 2006 of \$3,235 to supplement personnel and administrative expenses.

Community Connections Program

The Community Connections Program was cancelled by the US Department of State one year before the end of its originally scheduled five-year grant cycle. At the time it was cancelled there was no information on whether or how it might be continued. There were, however, informal information indicating that it might be taken over by the US Agency for International Development (USAID), which would probably administer the program differently. Several Washington, DC programming agencies were lining up to compete for the contract from USAID to administer the program.

Late in 2005, information was distributed that the Community Connections Program had been contracted by USAID to be administered by World Learning, a program agency in Washington, DC. ICW was invited to submit a proposal to be “pre-qualified” to host Community Connections groups. This proposal was submitted in early January, 2006, and by the end of January we received word that we were approved as a hosting organization.

In early February we were invited to submit a proposal to host a group of public health professionals from Tajikistan in April-May, 2006, and in early March we received word that the proposal was approved.

The main difference between the Community Connections Program as now administered by USAID and World Learning is that, once ICW is pre-qualified as a hosting organization, it is invited to submit separate proposals for each group it might host. Each program is managed on a project basis. Earlier, when the Program was administered by the Dept. of State, ICW received a grant for one year, renewable for up to five years, to host a certain number of groups per year. Now, under USAID, ICW needs to submit proposals for each group in competition with up to two other hosting organizations. This means that we need to apply up to four times per year compared to once a year as in previous years. This makes it more difficult to plan ahead, schedule groups, and make financial projections for the upcoming year.

We anticipate, however, that ICW will be able to host at least two or three groups in the upcoming year. It is one of only 43 hosting organizations that have now been pre-qualified. There will be about 120 groups hosted this year by these 43 organizations. We have been told by representatives of both USAID and World Learning that ICW has a good reputation for professionalism and for implementing high quality programs. We are cautiously optimistic.

This year we hosted two Community Connections groups, the first under the sponsorship of the US Dept. of State and the second under USAID.

1. May 21-June 19, 2005, 10 business people from the city of Samarkand, Uzbekistan for a four-week program including individual internships, training seminars, cultural program, and homestays.

<p>AIDS Project Worcester All Cruise and Travel American Antiquarian Society American Red Cross Bank of America Bank North Beechwood Hotel Better Business Bureau of Central New England Blair Builders Central Massachusetts Visitor and Convention Bureau Center for Women and Enterprise City of Worcester: Mayor Timothy Murray City Councilors Joseph Petty and Juan Gomez Advisory Committee on the Status of Women. Chief Financial Officer Department of Public Health Election Commission Health and Human Services Human Rights Commission Turnpike Connector Project UniverCity Partnership Center for Women and Enterprise Central Massachusetts Area Health Education Center Clark University College of Continuing and Professional Education (COPACE), Clark University Commonwealth Bank Curry Printing Dismas House Fairlawn Rehabilitation Hospital Fallon Clinic Foundation Lifetime Center Family Health Center Fox Tours & Silver Fox Motorcoaches Hardwick Farmer's Co-op Health Awareness Services of Central Mass. Holden High School. Jordan's Farm League of Women Voters Many Hands Organic Farm Martin Luther King, Jr. Business Empowerment Center</p>	<p>Mass. Chief Justice Martha P. Grace Mass. Bio-medical Initiative and Biotech-park Performing Arts School of Worcester (PA-SOW) Preservation Worcester Pride Productions Quinsigamond Community College Rosenlund Travel Service St Anne's Church Rectory Free Medical Clinic State Senator, Harriette L. Chandler Stevens Farm Stonebridge Machining and Welding Tougas Farm Tower Hill Botanic Garden UMass Memorial University of Mass. Vanguard Health Systems, Visitor and Convention Bureau of Central New England Worcester Art Museum Worcester County Sherriff Guy Glodis Worcester District Medical Society, Worcester East Side Community Development Corporation Worcester Fitness Worcester Historical Museum Worcester Holiday Inn Worcester Medical Center Worcester Regional Chamber of Commerce Worcester Polytechnic Institute Worcester Public Schools Worcester Women's History Project Worcester Regional Research Bureau Worcester Rotary Club Worcester State College Worcester Telegram and Gazette. Worcester Youth Center YMCA of Greater Worcester You Inc. YWCA</p>
<p><u>Professional Resources,</u> <u>Community Connections Program, FY 2005-2006</u></p>	

2. April 26-May 16, 2006, 10 public health professionals from Tajikistan on the theme of “Healthy Lifestyle Education” for a three-week program of professional meetings, training seminars, cultural program, and homestays.

These programs, organized by Royce and Nadia Anderson and Anna DeMulder, consisted of internships in local businesses, professional seminars, cultural events and tourism. All lived with local families during their program. ICW members volunteered to help with driving and other logistics.

On May 11, during the second program, ICW was visited by the head of the Community Connections Program at USAID in Washington, DC, Kim Jenkins. She was here to observe the program and to detect any problems during this first year of the program under USAID. She met with the ten visitors and with ICW staff. She also had the opportunity to meet several home hosts. She was pleased with ICW and its administration of the program. She encouraged ICW to apply for some of USAID’s other training programs. We have, since then, begun the process to do so.

Through the Community Connections program, ICW reaches out to local businesses, non-profit organizations, governmental agencies, and individuals for internships, professional meetings, and training. These local resources volunteer their time and expertise to provide a professional experience for our visitors. During this fiscal year the organizations listed in the preceding table have provided their time and energy to host one or more of our visitors.

Open World Leadership Program

The Open World Leadership Program is administered by the Open World Leadership Center in Washington D.C. It is the only professional exchange program that is funded directly by Congress. It is administered by the Open World Leadership Center at the Library of Congress in Washington, DC. ICW has been participating in this program since its inception in 1999.

As mentioned earlier, funding for this program is such that only one group per year is awarded to each local hosting organization. This year we hosted one group:

1. July 23-31, a group of five women representing universities across Russia on the theme of “**Women in Education.**” The theme of the program was women’s issues and participation in education, business, arts, health, and the electoral process.

Their Worcester program was organized by Royce and Nadia Anderson and Anna DeMulder and was managed for the Open World Leadership Center by the Meridian International Center in Washington, D.C.

We have submitted a “Special Projects” application with AED for a program to bring government people from the city of Kaluga, Russia. This program was approved by Open World and dates are now set to bring a delegation of 4 people December 9-17, 2006. Open World has designated ICW as the nominating organization for this group so, at the time of this writing, we are in the process of selecting the members of the delegation.

Sister Cities Program

Worcester's sister cities relationship with the town of Pushkin, Russia began officially with the signing of the agreement of cooperation between their two mayors in 1987. The relationship has remained active over the years with cultural, youth, humanitarian, and business exchanges between our two cities over the years.

This year the sister city program consisted of an artist exchange of three Worcester area artists who, June 16-30, traveled to Pushkin, accompanied by ICW members George and Tatiana Netch, to exhibit their works and represent Worcester as part of the official delegation at the annual Pushkin international cultural festival in June, 2005. The project was supported by the artists themselves, with homestays provided in Pushkin and the City of Pushkin providing most meals and a full cultural program.

The three artists, selected by jury, were Scott Boilard, Michael Fullerton, and Lionel Reinford. The planning committee consisted of Tina Zlody, Susan Sedgwick, and Royce Anderson. We would like to express our gratitude to the Fletcher Foundation for providing \$1,000 in financial support toward the expenses of this program.

This program is the second half of an exchange in November, 2004 of five Pushkin area artists who visited Worcester to exhibit their works in the Bijou Theater and participate in a two-week cultural program with homestays.

Fee For Service Program

April 13-24, ICW implemented its first major "fee for service" program, hosting twelve administrators from the University of Astrakhan in Russia. The program was entirely funded by the University of Astrakhan and the delegation was made up of the Rector (equivalent to the President), the Vice-Rector, and ten department heads.

Their 12-day program began with their arrival and two days of tourism in Washington DC, with all details organized by ICW. They then flew to Worcester for a full week of professional contacts with Clark University, WPI, Worcester State College, and the University of Massachusetts. They also had contacts with Wachusett Community College, MIT, the Massachusetts Biotechnology Research Park and the Massachusetts Biomedical Initiative. They were hosted at a reception in the home of Clark University President, John Bassett and his wife, Kay; and a farewell dinner was organized at Maxwell Silverman's. The program ended by driving to New York City for a day and overnight of tourism including a trip to the Statue of Liberty and a private guided tour of the City.

The main goals of the program were to show how public and private universities in the US are administered and also to establish ties between the University of Astrakhan and Worcester area universities. As of this writing, both Worcester Polytechnic Institute and the College of Professional and Continuing Education at Clark University are planning further steps to develop cooperative programs with the University of Astrakhan. ICW will play a facilitating role in these relationships.

Background: This program grew from an initiative at ICW that began about a year ago when we realized the need to expand the base of our visitor programs. Mostly through the efforts of Nadia Anderson, we developed an email mailing list of 380 of ICW's previous international visitors for whom we had contact information. We sent them an email message indicating ICW capability to do professional training programs on a fee-for-service basis and referred them to a recently developed section on the ICW website (Home>Programs>Services Provided) that outlined ICW capability to do these programs.

ICW received three or four responses from this mass email and from parallel networking efforts by Nadia Anderson. One of these was from a non-profit organization in Moscow that was set up by the universities in the Moscow area to develop programs with international partners. This organization, GRP Services, also has ties with universities throughout Russia and they forwarded our information about ICW to these universities. The University of Astrakhan responded.

At this time in Russia, all higher education is under pressure to privatize and find new sources of revenue. Previously all universities were government supported, but funding was drastically reduced when the Soviet Union collapsed and Russia went through a period of skyrocketing inflation. Now, innovative universities are developing new programs and international relationships.

Astrakhan is located in the Volga River Delta on the north shore of the Caspian Sea. It is traditionally an industrial region and also the center of the black caviar industry. Since the 1980s it has become an area rich in oil and natural gas production. The University of Astrakhan has the funds to implement new programs, and ties with American universities is an area of priority with them.

ICW Organization

This year we have had three regular staff in the office:

1. Executive Director, Royce Anderson, paid full-time through September, half-time since.
2. Project Manager, Nadia Anderson paid full time through July, volunteering since.
3. Program Officer, Anna DeMulder volunteering 10 hours per week.

In addition to the regular staff, we were lucky to receive some excellent student interns. We have developed good relationships with the offices at Clark and WPI that place interns and, on September 7, Royce and Nadia attended the Clark University Volunteer Fair.

The student interns we had this year were:

- Lisa Marion Garcia, a student at Westboro High School, volunteered in the ICW office June-August.
- Sarah Hunt, a high school junior at the ALL (Accelerated Learning Laboratory) School volunteering for the academic year.

- Clark University students volunteered for the academic year, September-May:
 - Iona Tice, sophomore and a government and international relations major. She will spend her junior year abroad in Poland. She attended the NCIV Annual conference with the ICW delegation.
 - Erin Stone, senior majoring in government.
 - Sheetal Chodhari, sophomore and international student from Israel with roots in India.
 - Chrissy Golden, freshman.

Also helping us in the ICW office is Vita Aronson. ICW members Manny Zax and Phyllis Estus edit and publish the ICW Newsletter, and Manny also produces the fliers we send our members for special occasions.

Promotion and Public Relations: ICW continues its outreach efforts to the citizens of Worcester through media exposure and participation in local activities. Although this was a relatively slow year, we do not want to lose the momentum we have built in recent years.

- For the second year, ICW has a promotional spot on WICN.
- ICW is a member of the Worcester Cultural Coalition and is active in its activities promoting culture in the Worcester area. For example, Royce Anderson served as an Emcee on December 2 at the City of Worcester's Tree Lighting Ceremonies and Street Festival.
- Royce Anderson participates regularly in the Executive Director luncheon seminars organized and sponsored by the Greater Worcester Community Foundation.
- July 4-6 Royce Anderson made a presentation at the Annual Meeting of the International Society of Political Psychology in Toronto on "Citizen Diplomacy: a Tangible Approach to International Peace and Reconciliation."
- July 29 Royce Anderson and the facilitator from the Open World Program were interviewed by Hank Stolz on the WTAG program "Region on the Move" sponsored by the Worcester Regional Chamber of Commerce.
- September 24, Royce Anderson and **Brian Cook, Professor of Government, Clark University** made a presentation on "Local Responses to Global Challenges: Resources & Strategies" to the Massachusetts Municipal Association's meeting of City and Town administrators.
- September 29, Royce Anderson made a presentation at the International Day of the Glavin Center along with two graduate students in the International Development program at Clark University.

Redesigned ICW Website: The ICW website, www.IntCent.org, has been completely redesigned. Ken Johnson Nadia Anderson put in many hours compiling information and working on the design of the site. The site serves as a contact point for the local Worcester community, as an information source for Washington agencies that send us international visitors, and for our pro-

gram alumni and other contacts overseas. We have even received membership inquiries and new memberships through the website.

Redesigned ICW Brochure: This year Nadia and interns Sarah Hunt and Chrissy Golden developed a new version of the ICW brochure. The ICW Board and others also supplied input. A grant from NCIV supports the printing costs for the brochure.

ICW Office Moves: After years in the basement of 138 Woodland Street on the Clark University campus, the ICW offices have moved to the third floor in the same building. There will be no changes in ICW's address or phone numbers and we are still hosted by the College of Professional and Continuing Education at Clark. For several years ICW has occupied one room on the third floor in addition to the room in the basement it has occupied for many years. Now, with two rooms on the third floor, we have better space and all ICW staff and volunteers can work together in closer proximity. Thank you to COPACE Dean (and long-time ICW member) Thomas Massey for providing these improved office spaces.

ICW Strategic Planning Goals

Last year ICW implemented a strategic planning process resulting in the goals listed in the table below. The ICW Board voted to continue these same goals into FY2006. Severe cuts in funding put the strategic planning process on hold, but we were still able to make progress on many of the stated goals, as shown in the table below.

ICW GOALS 2005-2006	
I. General Visitor Program Development	
GOAL: To expand ICW participation in diversified visitor programs to raise needed revenue to support our programs and operations.	
RESULTS: Implementing the new Fee for Service program has supplied a new source of programming and revenues that support the ICW general unrestricted funds.	
II. ICW Organizational Development	
GOAL: To define and develop a plan for systematic recruitment for committees to function in the areas of Membership Development, Fundraising, Member Activities, and Board Development. To continue the Executive and Finance Committees and such Task Forces as needed.	
RESULTS: Executive and Finance Committees were active. Other committees still need to be activated.	
GOAL: To expand ICW unrestricted funds through:	
a. Grow our membership to 200.	
b. Grow our Corporate Fundraising to at least \$1,000.	
c. Hold Fundraising event(s) to raise \$1,500.	
d. Explore new visitor program opportunities and grants.	
RESULTS:	
a. Membership, though increased, falls short of the goal of 200.	

<p>b. A corporate fundraising effort was unsuccessful.</p> <p>c. Wine raffle and ICW Spring Fundraiser raised \$1,435.</p> <p>d. Unrestricted funds have been supplemented by the fee for services program.</p> <p>GOAL: To utilize more volunteers to assist in the office work especially in the areas of programming, Website, data entry, and/or resource development.</p> <p>RESULTS: We have had an excellent year of volunteers with more student interns of higher quality and motivation than in the past.</p> <p>GOAL: To solidify and clarify our ICW/Clark relationship</p> <p>RESULTS: We are developing our relationship to Clark through more interaction with faculty and administration, but no formal agreement yet exists.</p> <p>GOAL: To complete a 3 year Strategy Plan for ICW.</p> <p>RESULTS: This process has been on hold, but will continue in FY 2006-2007.</p>
<p>III. Member/Program Development</p> <p>GOAL: To provide at least one cultural learning experience for our members using our Visitors or other community cultural opportunity.</p> <p>RESULTS: We provided two such programs: the June ICW Annual Meeting and the Pot Luck Dinner on May 13 (see above for details).</p>
<p>IV. Public Relations</p> <p>GOAL: To communicate ICW and its work to the city and state government offices through promoting each visitor and program by media releases to these offices and the local media.</p> <p>RESULTS: We still need to improve our communications with media through press releases and information flow.</p> <p>GOAL: To have a fully functioning Website as a communication tool locally and in D.C.</p> <p>RESULTS: We are successful in implementing a functioning and up to date website with an active volunteer webmaster.</p>

The International Center has made progress on most of these goals, although more work needs to be done. Now that we have hopefully “turned the corner” on our hiatus in funding we will continue to develop the ICW and expand its reach and contribution to the local community, to the agencies in Washington, and to the global community.

Financial

This year ICW operated under a deficit budget. With the end of the Community Connections Program, which provided about 80% of ICW's total budget in previous years; and with no certainty about the return of that or other programs to supplement revenues; the ICW Board and the Financial Committee projected a budget that allowed for a loss of \$10,949. The main factor in this loss was the continuation of the Executive Director on a half-time salary beginning after the Community Connections funding for salary ended on September 30, 2005,. Cutting back to a 20% salary (1 day per week) would have balanced the budget, but the Board felt that this would not allow enough time for prospecting new programs and opportunities. A minimum of half-time was considered to be necessary to bring in new revenue sources.

Year-end figures for FY2006 (Fiscal Year 2005-2006) are not yet available. This is because our two largest programs this year (see above "Programs") came very close together and ended just before the conclusion of FY 2006. At the time of this writing, all expenses have not yet been billed to us and not all financial allocations have been completed. When all financial records are closed and final figures are available, actual figures for FY2006 will be distributed to the Board and posted on the ICW website.

Figures on actual expenditures in the budget presented in the following budget table are as of April 30, 2006. These figures reflect that we are within the projected budget: In other words, we did not lose more than we anticipated in the budget. We expect that actual year-end figures for June 30, 2006 will not show a greater loss than is shown here.

Year-end figures are, in fact, expected to be better than projected. Both of the large year-end programs described in the "Program" section above (Fee for Services from Astrakhan, and Community Connections from Tajikistan) will provide significant net financial gains for ICW. These gains come from administrative expenses that were originally projected to be paid from the General fund, but will be paid by program revenues.

Unrestricted funds (discretionary funds held by ICW, not committed to specific program activities) tell this year's financial story. As can be seen in the accompanying graph, ICW started with net reserves of \$22,304 at the end of last fiscal year (May, 2005). Our net reserves began to decline in October, 2005 and continued to slide through April 2006. Due to the two large programs at the end of FY2006, there was an upturn in our unrestricted funds at year end. Given our projections of future programs, we expect this trend to continue upward.

List of Officers, Board Members, and Staff at year end, May 31, 2006

Executive Committee

President	Nancy Kimball
Vice Presidents	William Perry
Treasurer	Dennis Ravenelle
Secretary	Gail Hanssen
Member-at-large	Henry Rose

Board of Directors

Term Expiring in 2008

Nan Johnson
C.J. Pederson
William Perry
Henry Rose
Cynthia Wood

Term Expiring in 2007

Kirk Carter
Phyllis Estus
Nancy Kimball
Kathy Rentsch
Alicja Rudnicka-MacGillivray
Lynda Young

Term Expiring in 2006

Gail Hanssen
George Netch
James Raby
Dennis Ravenelle

Staff

Royce Anderson, Executive Director
Nadia Anderson, Project Manager
Anna De Mulder, Program Officer
Catheryn Flynn, Bookkeeper