UNITED STATES ADVISORY COMMISSION ON PUBLIC DIPLOMACY

2015 Comprehensive Annual Report on Public Diplomacy and International Broadcasting

Focus on Fiscal Year 2014 Budget Data

Washington Directed Activities Only

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The Views represented herein are those of the Advisory Commission on Public Diplomacy and do not necessarily reflect the views of the Commission's administrative home, the Department of State.

Policy, Planning and Resources Office of the Undersecretary for Public Diplomacy and Public Affairs (R/PPR)

Musician Akon and Special Advisor for Global Youth Issues Andy Rabens pose for photos with entrepreneurs during the networking and coffee break at Woman and Youth Day at the Global Entrepreneurship Summit in Nairobi, Kenya, July 24, 2015 [U.S. Embassy Nairobi Photo]

Policy, Planning and Resources Office of the Under Secretary for Public Diplomacy and Public Affairs

FY 2013 Actual - $1.0 million; FY 2014 Actual - $6.72 million; FY 2015 Planned- $7.92 million; FY 2016 Request - $7.9 million

The Office of Policy, Planning and Resources (R/PPR) was established on September 23, 2004, to "provide long-term strategic planning and performance measurement capability for public diplomacy and public affairs programs ... [and] enable the Under Secretary [for Public Diplomacy and Public Affairs] to better advise on the allocation of public diplomacy and public affairs resources, to focus those resources on the most urgent national security objectives, and to provide realistic measurement of public diplomacy and public affairs effectiveness." Specifically, the office's core functions are to:

- develop strategic plans and tools that determine how best public diplomacy can support foreign policy goals;
- resource strategic plans through budget and personnel decisions;
- serve as a central resource and advocate for Public Diplomacy (PD) professionals;
- develop research and performance evaluation capacities that can be applied to public diplomacy functions;
- develop and support PD professionals by reviewing internal structures and hiring, training, promotions and career development processes;
- support coordination of public diplomacy strategies and activities among the Bureaus of Educational and Cultural Affairs (ECA), International Information Programs (IIP), Public Affairs (PA), and the Center for Strategic Counterterrorism Communications (CSCC), as well as with the regional and functional bureaus and within the interagency community; and
- engage external stakeholders on public diplomacy issues.

FY 2015 BUDGET

In FY 2015, the R/PPR budget was $7.920 million. The breakdown was as follows:

Digital Outreach	$731,200
Global Youth	$500,000
Evaluation	$1,591,995
Mission Activity Tracker	$3,910,600
Other Strategic Planning Tools (PDIP, PDRP, PDCC)	$548,381
Personnel Related Expenses	$170,000
Support for Bureau Initiatives	$467,800

FY 2014 BUDGET

In FY 2014, the R/PPR budget was $6.720 million.[1] The breakdown was as follows:

Digital Outreach	$34,000
Global Youth	$0
Evaluation	$2,003,000
Mission Activity Tracker	$3,235,000
Other Strategic Planning Tools (PDIP, PDRP, PDCC)	$965,976
Personnel Related Expenses	$95,000
Support for Bureau Initiative	$387,000

FUND FOR INNOVATION IN PUBLIC DIPLOMACY*

FY 2014 - $1.2 million*; FY 2015 - N/A

Note: These funds do not come from the above R/PPR budget but are held by Budget and Planning and distributed by Budget and Planning at the discretion and direction of the Under Secretary for Public Diplomacy and Public Affairs.

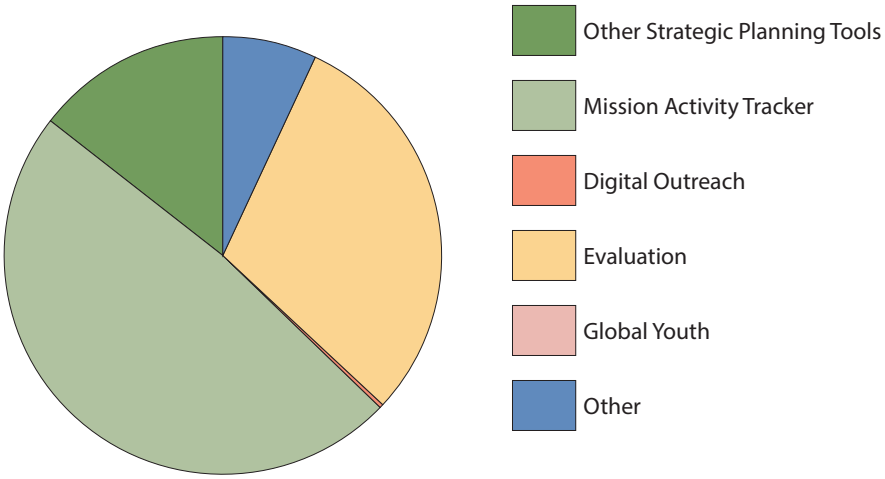
Launched in 2010, the Innovation Fund has allocated more than $12.7 million to U.S. missions abroad to support roughly 300 pilot projects that seek to advance U.S. strategic priorities. In FY 2014, $1.2 million was transferred to posts to cover approved Innovation Fund proposals that capitalized on various targets of opportunity. Administered through R/PPR, the funds come from the Under Secretary's budget. Funding decisions are made on a rolling basis by a small panel of representatives from R/PPR, ECA, IIP and PA, with input from the regional bureaus' public diplomacy offices. Funded programs have ranged from $5,000 to $250,000, and are accepted on a rolling basis.

The Innovation Fund seeks to encourage posts to take risks, try new approaches, and reach new audiences. Examples of Public Affairs sections (PAS) abroad that received funding in 2014 include:

- $90,000 to PAS Accra for a TechCamp for young entrepreneurs from Benin, Burkina Faso, Cote d'Ivoire, Liberia, Nigeria, and Togo to foster and support broad-based economic growth.
- $40,000 to PAS Podgorica to partner with the local U.S.government youth exchange alumni

[1] As explained in the 2014 report, R/PPR had a $5.72 million increase (+85 percent) from FY 2013 to FY 2014. That year, the evaluation unit returned from IIP to R/PPR and the office assumed responsibility for the Mission Activity Tracker (MAT). The additional $5.72 million covers the contractual costs associated with evaluation unit's work and all those associated with the daily operation of the Mission Activity Tracker (MAT).

R/PPR FY14 Actual Expenditures



organization and U.S. storytelling organization The Moth to host student storytelling workshops in Montenegro on ethics issues and promote these stories in schools around Montenegro.

- $57,000 to PAS Taiwan to establish a Virtual Reality Youth Club under the Virtual American Interests Taiwan (AIT) World platform. The club attracts and engages Taiwan youth using interactive and visual elements to help them better understand the United States and strengthen a new generation's ability to reach across borders to share experiences and solve problems.
- $21,000 to PAS Rabat to develop a "fact checker" website, roughly analogous to regular features in the Washington Post and other U.S. media outlets, for public statements by Moroccan politicians.
- $89,000 to PAS Katmandu for a Nepal Leadership Lab, which supported a partnership between the government of Nepal, Harvard's Kennedy School of Government, and the private sector to develop a leadership curriculum based on Nepal's social, cultural and political context; offer practical leadership training to key government officials and young innovators; foster a youth innovation network; and facilitate collaborative high-impact projects.
- $46,000 to PAS San Jose for a partnership with Duo Lingo to develop and test a methodology to help teachers incorporate this powerful tool into the classroom as a complement to traditional teaching methods.

STRATEGIC PLANNING TOOLS

FY 2014 Actual - $965,976; FY 2015 Planned - $548,381*

Note: These figures account for all of the below tools except for MAT, which has a separate budget line.

The PD Strategic Planning Cycle uses a suite of tools to link the work of embassy Public Affairs Sections (PAS) to foreign policy objectives. The tools are designed to promote planning, implementation, evaluation, and accounting on an annual cycle. Together, the tools compile data about the public diplomacy operating environment, activities, and the primary State Department objectives and themes being addressed. They give Public Affairs Officers (PAOs) an overview of the financial and personnel resources, engagement platforms, and management tools.

The tools include: the Public Diplomacy Implementation Plan (PDIP), an annual plan of PD activities based on an embassy's Integrated Country Strategy (ICS); the PD Country Context (PDCC), a snapshot of the local cultural, political, and economic environment; the Mission Activity Tracker (MAT), which aims to account for all foreign public engagement activities at post; the PD Resource Profile (PDRP), a comprehensive overview of budgeting, spending and activities; and the Public Diplomacy Resource Allocation Module (PD-RAM), is a standardized financial planning tool provided by the Bureau of the Comptroller and Global Financial Services (CGFS) that helps the department's top managers assess the connection between PD budgets and strategic goals. Collectively, these tools aim to provide a consistent and logical progression from research and annual planning to activity tracking and evaluation.

Public Diplomacy Implementation Plan (PDIP):
The Public Diplomacy Implementation Plan (PDIP) is an annual strategic planning tool for posts to link public diplomacy audiences, programs, and activities with

Integrated Country Strategy (ICS) goals and objectives at every post. It is meant to help Public Affairs Sections plan and track their educational, cultural, public, and media engagement programs and activities to advance foreign policy goals. It also helps each mission integrate into the State Department's multi-year planning processes. After a pilot phase, PDIP rolled out to all missions via a cloud-hosted system in FY 2015. It is a living document that is meant to be updated periodically to reflect significant changes.

Public Diplomacy Country Context (PDCC): The Public Diplomacy Country Context (PDCC) is a triennial document designed to give interested stakeholders an immediate understanding of the societal, political, economic, and cultural environments that exist within a country. Together the PDIP and PDCC serve to inform policy-making and ensure that PD resources are deployed in line with current priorities.

The Public Diplomacy Resource Profile (PDRP): The Public Diplomacy Resource Profile (PDRP), is an online "dashboard" overview of all PD resources that PAOS oversee or directly manage. It provides public diplomacy managers a regularly updated snapshot of how each public diplomacy post is using the full range of its resources—financial, human, program, and physical spaces—to support the mission's public engagement objectives. The PDRP provides access to annual public diplomacy resource information not previously available in one place. It is intended as a baseline reference for planning public diplomacy activities and projecting budgets for the coming year. The PDRP should provide particularly useful insight for the preparation of the Public Diplomacy Implementation Plan and the PD Resource Allocation Module (PD-RAM). R/PPR will soon be adding in data to demonstrate how the post is using its grants, giving managers the basis to further analyze human resource requirements. It will also house PDRP data in a fully searchable database, which will allow managers to compare data across regions and categories and vastly improve the utility of the PDRP for managerial analysis and data-informed decision-making.

Public Diplomacy Resource Allocation Module (PD-RAM)

The Public Diplomacy Resource Allocation Module (PD-RAM) is a standardized financial planning tool provided by the Bureau of the Comptroller and Global Financial Services (CGFS) and the Office of Policy, Planning and Resources (R/PPR) to Public Affairs Officers (PAO) and Financial Management Officers (FMO) worldwide. PD-RAM offers the means to plan, track, and report on the resources devoted to Public Diplomacy programs conducted overseas. PD-RAM is a tool that enables posts and bureaus to budget PD resources by program type and strategic themes and then track actual expenditures using those same categories. In addition to helping the department's top managers assess the connection between PD budgets and strategic goals, the tool makes it easier for field PAOs and FMOs to manage and evaluate PD program expenditures.

Overseas Staffing Model Category (OSM) – Updating Public Diplomacy Component: Overseas Staffing Model categories are used by the department to determine the relative importance and staffing requirements of overseas diplomatic missions. Over the past year, R/PPR has completed a comprehensive review of the criteria the OSM review process uses to analyze public diplomacy operations. Significant changes, incorporated into this year's review, include clarity about the baseline services public diplomacy will provide an embassy in each category and, most significantly, specific criteria that would require and justify a different level of public diplomacy resource investment than would typically be associated with embassies in a specific category.

MISSION ACTIVITY TRACKER (MAT)

FY 2014 Actual - $3.235 million; FY15 Planned - $3.912 million

Launched on October 1, 2007, the Mission Activity Tracker (MAT) is a performance management tool designed to track and measure Public Diplomacy activities in the field. MAT is the platform for embassy Public Affairs Sections to gather data, measure performance, and illustrate the diversity of public diplomacy activities worldwide. MAT also serves as a source of data for department managers (OIG, regional PD desk officers, and others). Over the course of its existence, the MAT has gone through several upgrades. In 2014, R/PPR began a complete redesign of the MAT, focusing on improving the user experience and capturing better data. Select posts and Washington offices began beta-testing the new MAT in late spring, and their feedback will inform the ongoing project. The update has strived to better connect MAT data with larger foreign policy strategic objectives and local mission goals and to help public diplomacy officers better operate in the field. Specifically, the new MAT will link activities to mission goals established by the post's Integrated Country Strategy (ICS), which represents the Country Team's objectives and informs the Public Diplomacy Implementation Plan (PDIP).

FUNCTIONAL BUREAU PD STRATEGY: In 2015, R/PPR launched the public diplomacy strategic planning process for functional bureaus that would like to work with posts to implement PD initiatives in support of specific U.S. foreign policy goals. The functional bureaus, in consultation with regional bureaus, developed plans identifying specific audiences, programs and budget levels. This initiative strengthens the ability of public diplomacy to support the Quadrennial Diplomacy and Development Review (QDDR) and foreign policy imperatives.

RESEARCH AND EVALUATION

FY 2014 Actual - $2.003 million; FY 2015 Planned - $1.592 million

The Office of Policy, Planning, and Resources (R/PPR) is in the process of responding to recommendations from the U.S. Advisory Commission on Public Diplomacy (ACPD), Government Accountability Office (GAO), the Office of Management and Budget (OMB), and an R/PPR internal management review by expanding two functions focused on public diplomacy research and evaluation.

R/PPR will build on the existing Evaluation and Measurement Unit (R/PPR/EMU) and expand its capacity to conduct evaluations of major public diplomacy initiatives, particularly those involving more than one bureau or post. It is also working to build a cycle of PD program design, monitoring, and evaluation. In addition to conducting its own evaluations, the EMU will consult and advise on R-family bureau evaluations to ensure they are designed and implemented in accordance with departmental policies, procedures and evaluation best practices. EMU will also provide information on evaluation outcomes to State offices, OMB, Congress and provide guidance to PAOs, both at post and in Washington, on evaluation policy, procedures and reporting.

Additionally, R/PPR is expanding its research capabilities, focused on arming PAOs with the same type of research used by political, information, product marketing, and other communications campaigns. This research will aim to be actionable and provide concrete, tactical guidance on audience targeting (segmentation), messaging, media and platforms. It will also employ a variety of research techniques (e.g., surveys; focus groups; in-depth interviews; social network analyses; ethnography). The research provided to PAS abroad will include both original and secondary research conducted by other agencies and institutions and curated by the unit. EMU professionals will work directly with PAOs, helping them integrate research into the department's strategic planning tools (e.g., PDIPs; ICSs.) and translate it into field action.

DIGITAL DIPLOMACY

FY 2014 Actual - $731,200; FY 2015 Planned - $34,000

Digital engagement is a core public diplomacy priority. R/PPR is building a Digital Diplomacy Unit to strengthen public diplomacy and the department's ability to strategically and appropriately deploy digital technologies for communications and programmatic purposes. The unit's primary goal is to enable cross-organizational collaboration networks and standard operating procedures that help facilitate the rapid and comprehensive development, deployment, and measurement of multimedia content via the State Department's numerous social media channels worldwide. In addition to supporting infrastructure for global messaging online, the unit is working to identify, aggregate, and articulate opportunities and challenges facing the department's evolving use of digital media, especially in the field.

While the public diplomacy bureaus play a leading role in the use of digital engagement, the vast majority of State Department social media accounts are maintained and administered by overseas posts and tracked by digital media coordinators within the regional bureaus' PD offices. These positions, established and funded by the Under Secretary for Public Diplomacy and Public Affairs, serve as key points of contact for overseas digital media practitioners and as conduits of information between Washington and the field for coordinating digital campaigns.

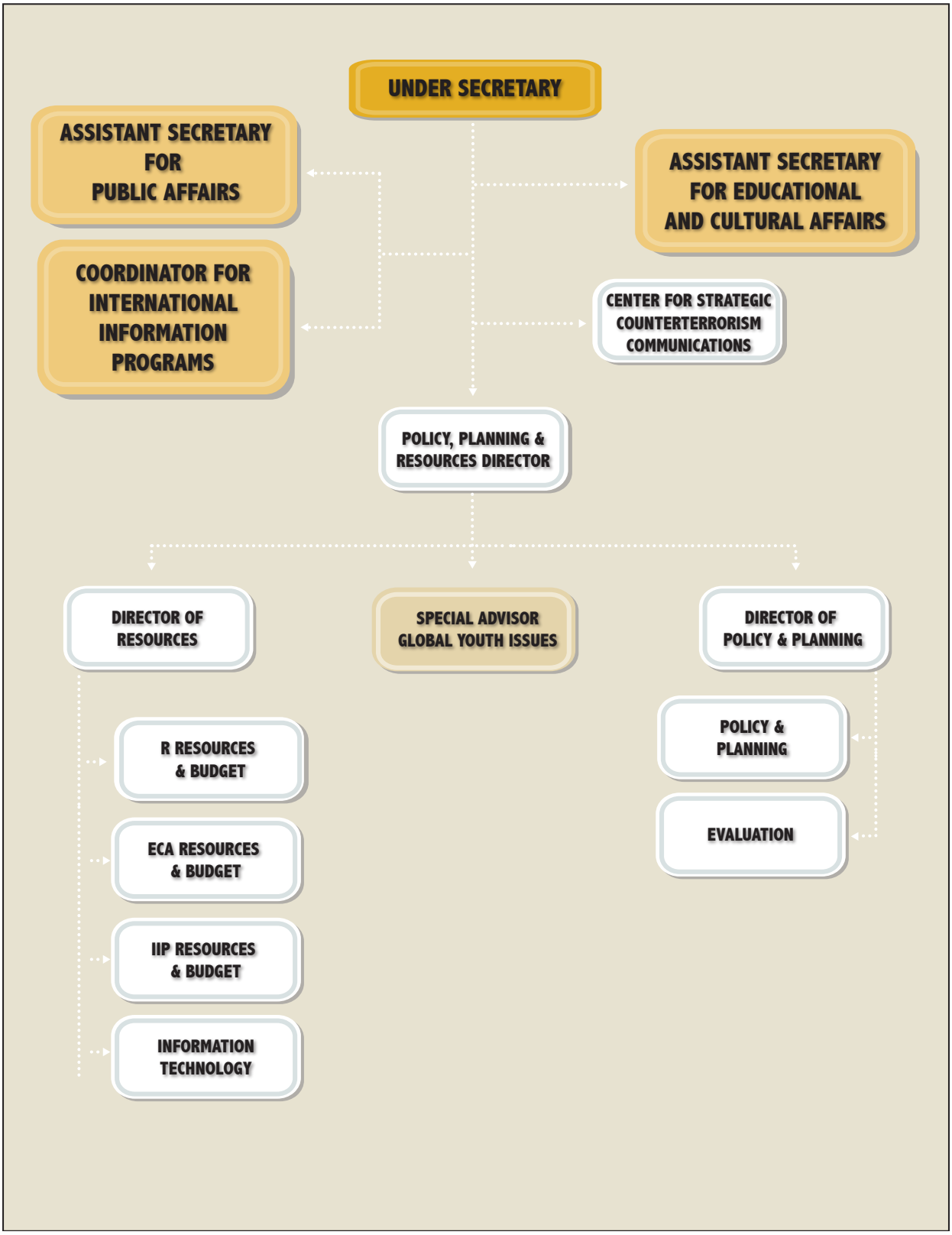
At present, R/PPR, IIP, and the regional bureaus' PD offices are leading the development of an enterprise-grade software system that is being deployed worldwide to manage the State Department's entire social media presence and collect and measure social media output and engagement. By April 2015, the worldwide deployment of the tool had reached nearly 500 practitioners across all posts in East Asia and the Pacific, Europe and Eurasia, South and Central Asia and the Western Hemisphere, as well as the multilateral missions to the United Nations and various policy-focused functional bureaus in the department, including the Bureaus of Consular Affairs (CA) and Democracy, Human Rights, and Labor (DRL).

SPECIAL ADVISOR FOR GLOBAL YOUTH ISSUES

FY 2014 Actual - $0; FY2015 Planned - $500,000

Youth engagement is a core public diplomacy (PD) priority. The Special Advisor for Global Youth Issues was transferred in 2014 from the Under Secretary for Civilian Security, Democracy and Human Rights to the Under Secretary for Public Diplomacy and Public Affairs to advocate inclusion of a youth focus in foreign policy goals, particularly through public diplomacy. The Special Advisor also identifies youth-focused opportunities to advance U.S. foreign policy through the interagency process. The Special Advisor's responsibility is mainly to convene rather than program. The incumbent, who reports to the R/PPR director, is charged with coordinating youth policy with regional and functional bureau programs to engage with young people around the world.

R/PPR ORGANIZATIONAL CHART



WASHINGTON-DIRECTED ACTIVITIES

Bureau of Educational and Cultural Programs (ECA)

Assistant Secretaries Biswal and Ryan Chat With the Seven Summits Women from Nepal with Assistant Secretary of State for Educational and Cultural Affairs Evan Ryan looking on, right, Assistant Secretary of State for South and Central Asian Affairs Nisha Biswal speaks with seven women mountain climbers from Nepal at the U.S. Department of State in Washington, D.C., on July 17, 2014. [State Department photo/ Public Domain]

Educational and Cultural Affairs Bureau (ECA)

FY13 Actual – $568.5 million, FY14 Actual – $568.6 million, FY15 Planned – $589.9 million, FY16 Request – $623.1 million

The Bureau of Educational and Cultural Affairs (ECA) aims to build lasting partnerships for the United States around the world through people-to-people exchanges. The broad foreign policy goals ECA aims to support are, "fostering democracy and social justice by supporting human rights, civil society, transparency and accountability in governance, and the rule of law; enhancing economic prosperity by promoting entrepreneurship, equality of opportunity, and environmental sustainability; building a safer and more secure world by creating partnerships and relationships based on shared values and mutual respect."

Its programs are guided by a Bureau Strategic Plan that is based on global engagement directives from the President and the National Security Council; the Department of State Quadrennial Diplomacy and Development Review (QDDR); and the Strategic Plan of the Undersecretary of State for Public Diplomacy. In FY 2014, ECA programs focus on:

- English-language teaching, especially for youth, to help facilitate interaction with American culture and information;
- Youth exchanges to build an early foundation for a lifetime of academic, professional, and personal engagement;
- Alumni networks for one million alumni of U.S. government exchange programs;
- Digital and social media for exchanges to maximize outreach and efficiency; and
- Rapid response mechanisms to respond flexibly to foreign policy developments and crises.

More than 50,000 people take part in ECA-funded exchange programs every year, which includes opportunities for 15,000 Americans to travel abroad. Roughly 300,000 visitors come to the U.S. on privately funded J-1 visa programs that ECA overseas. ECA supports a network of 400 EducationUSA advising centers worldwide to provide foreign students who are interested in studying in the U.S. with accurate, comprehensive, and current information about how to apply to U.S. colleges and universities. More than 840,000 international students come to study at U.S. higher education institutions each year on all types of visas. The Department of Commerce estimates that international students in the United States contributed $27 billion to the U.S. economy in 2013, mainly from foreign students' personal and family sources. Further, the IVLP program injects over $60 million annually into the U.S. hospitality and airline industries through international visitors taking part in exchanges with the citizen diplomat network.

This review is separated into five sections: the Directorate of Policy, the Cultural Heritage Center, the Academics Programs Directorate, the Professional and Cultural Exchanges Directorate, and the Private Sector Exchanges Directorate.

GENDER RATIO FOR PROGRAM: ECA measures by program the gender ratio for participation. Due to the widely varying recruitment processes and audiences for the programs worldwide, there is no combined statistic for male and female participation in ECA programs. For the Fulbright program in the 2014-2015 academic year, 67 percent of the U.S. students were female and 33 percent were male, while 44 percent of the scholars were female and 56 percent were male (Note: The ratio is listed below for most programs). For the IVLP program in FY 2014, 56 percent were male and 44 percent were female; in FY 2014, 58 percent were male and 42 percent were female. Some other programs, like the Gilman Scholarship or Critical Languages Scholarship, more than 60 percent of the participants are female. In-country programs, like the ACCESS English language program, aim to reach 50 percent females and 50 percent males.

Directorate of Policy

The Directorate of Policy takes a multidisciplinary approach to ensure that ECA programs are aligned with the State Department's foreign policy priorities, evaluates programs' impact and effectiveness, and innovates new modes of engagement and interaction intended to enrich and sustain long-term engagement with program alumni.

OFFICE OF ALUMNI AFFAIRS

FY13 Actual – $2.8 million, FY14 Actual – $4.7 million, FY15 Planned – $3.5 million, FY16 Request - $5 .5 million

The Office of Alumni Affairs, established in 2004, seeks to maximize ECA's investment in people-to-people contact by turning individual exchanges into enduring relationships. There are more than one million ECA program alumni worldwide: 45 are current members of the

U.S. Congress and more than 385 are current and former heads of state and government. They include U.S. Senator Mitch McConnell (ACYPL, 1979); former U.S. Representative Gabrielle Giffords (Fulbright 1993); former South Korean President Kim Dae-jung (IVLP, 1965); and Bangladeshi Nobel Peace Prize recipient Muhammad Yunus (Fulbright 1965). The Division supports alumni outreach by regional bureaus and U.S. embassies through project funding, regional workshops, and knowledge management. It also engages directly with alumni to facilitate networking and projects that build on the experience gained during the exchange. Over the past decade, it has supported more than 1,200 projects involving over 420,000 international exchange alumni, such as alumni-led girls education trainings, conflict resolution workshops, outreach to underserved communities, or other activities that promote shared values with the United States. Moving forward, the office will aim for more systematic outreach of U.S. alumni, public-private partnerships that leverage private resources, and more virtual programs that extend the exchange experience.

POLICY UNIT

FY14 Actual – $0, FY15 Planned – $0, FY16 Request – $0

The Policy Unit is part of ECA's efforts to link programs closely to foreign policy goals and to provide flexible rapid response to international developments. The unit regularly convenes "Policy Dialogues" that give ECA program offices opportunities to engage with working-level policymakers and decision-makers elsewhere in the State Department or in the interagency community, to deepen their understanding of the policy challenges facing the United States and the Department, and to explore how exchanges can be a relevant and effective tool on any given issue. The Policy Unit is a mini think-tank serving the ECA front office, exploring strategies for using exchanges as a policy tool and providing analysis and responsiveness to requests and inquiries from interagency partners and Congress. It also works with the Evaluation Unit to identify questions and issues that would be useful topics for evaluation and to incorporate the results of evaluation into future programming and program creation.

EVALUATION UNIT

FY13 Actual – $1.32 million, FY14 Actual – $1.22 million, FY15 Planned – $1.25 million, FY16 Request – $1.50 million

Existing since 1999, the purpose of the unit is to understand performance management of various ECA programs and to assess the long-term impact of select programs through evaluations. The types of engagement measured include the short-term International Visitor Leadership Program (IVLP) and longer exchanges, such as various programs under Fulbright and the Youth Exchange and Study Programs. They do so mainly through short-term studies via the ECA Performance Measurement Initiative, which has included, over the last 15 years, 60,000 to 70,000 respondents who were surveyed before and after their U.S.-sponsored programs. The ECA evaluation unit also commissions roughly three long-term evaluations per year on select programs, which the ECA leadership requests. These evaluations look at programs that are relatively new, those that relate to a particular area of foreign policy and those that are priorities for the Under Secretary for Public Diplomacy and Public Affairs. The evaluations rely on surveys, interviews, focus groups, and document analysis. The ECA's Evaluation Unit's $1.3 million expenditures in fiscal year 2013 made up less than .25 percent of the bureau's programs budget. It will have even less funds in FY15.

ECA COLLABORATORY

FY14 Actual – $0, FY15 Planned – $0; FY16 Request – $0.398 million

The Collaboratory designs, pilots, and spreads new ways for furthering educational and cultural diplomacy. Its work includes developing new programmatic tools for the Department (like the MOOC Camp initiative), cultivating best practices for the use of technology in exchanges, and coordinating major initiatives (like Education Diplomacy). The Collaboratory also works to advance new work methods, like human-centered design, that allow State Department teams to better perform in today's networked world.

MOOC Camps (2013): MOOC Camps are facilitated discussions using Massive Open Online Courses (MOOCs), OpenCourseWare, and other free online courses. They are hosted at U.S. embassies, consulates, American Spaces, and other public spaces around the world. Facilitated discussions are led by alumni who have participated in U.S. government exchange programs, such as the Fulbright program, and U.S. embassy staff, who are familiar with the course materials and volunteer their time. Subjects range from entrepreneurship and college writing to science and technology, depending on priorities identified by posts. ECA works with Coursera, edX, and other course providers to ensure the program's on-going success.

FY14 Participants: 4,000

FY14 Cost: $0 (FY15 - $0; FY16 - $0)

Virtual Exchange Pilots (2013): A small number of virtual exchange pilot programs aim to demonstrate models for reaching new audiences and extending U.S. engagement with predominantly young, non-elite audiences around the globe. Past programs include "Mission Mars: Virtual Field Trip" with NASA and an entirely virtual IVLP program coordinated with the IVLP office and Embassy Reykjavik. Currently, the Collaboratory is working on a student-centered approach to countering violent extremism, called "Peer to Peer (P2P): Challenging Extremism," ,"with partners from the Department

of Defense and the firm Edventure Partners. Looking ahead, ECA would like to consolidate this pilot process by creating a small Virtual Exchange Innovation Fund, which would fund embassy-driven virtual exchanges that address foreign policy priorities, including entrepreneurship, civil society and democratic values, and environmental security.

FY14 Participants: Approximately 22,050

FY14 Cost: $0 (FY155 - $0; FY16 Requested - $0)

FY14 Cost per participant: N/A

CULTURAL HERITAGE CENTER

The Cultural Heritage Center supports the protection and preservation of cultural heritage and serves as a center of expertise on global cultural heritage protection issues. It administers the Cultural Property Protection Program, the Cultural Property Advisory Committee (11 private citizens appointed by the President who recommend agreements and have ongoing review responsibility), the U.S. Ambassadors Fund for Cultural Preservation, the Iraq and Syria Cultural Heritage Initiatives, and other special programs.

ADMINISTRATION OF CULTURAL PROPERTY TREATIES WITH FOREIGN GOVERNMENTS

Program Length: Year-long

Geographic Reach: 15 countries (cultural property agreements), with special legislation for Iraq

FY 2014 Actual: $128,000.00	**# of Projects:** ~10	**Cost per:** $12,800.00
FY 2015 Planned: $130,000.00	**# of Projects:** ~10	**Cost per:** $13,000.00
FY 2016 Request: $130,000.00		

Description: The Center administers the State Department's treaty responsibilities for the 1970 UNESCO Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property as enabled by U.S. domestic law. Through this process, the United States may enter into agreements with other countries to impose U.S. import restrictions on archaeological or ethnological material when pillage of such materials places a nation's cultural heritage in jeopardy. These agreements also promote long term safeguards for protecting cultural heritage, in addition to promoting international access to cultural property for educational, scientific, and cultural purposes.

U.S. AMBASSADORS FUND FOR CULTURAL PRESERVATION (AFCP) (EST. 2001)

Program Length: Year-long

Geographic Reach: 123 U.S. Embassies are able to participate.

FY 2013 Actual: $3,887,400.00	**# of Projects:** 62	**Cost per:** $62,700.00
FY 2014 Actual: $5,750,000.00	**# of Projects:** 62	**Cost per:** $92,741.94
FY 2015 Planned: $5,750,000.00	**# of Projects:** 62	**Cost per:** $92,741.94
FY 2016 Request: $5,750,000.00		

Description: The U.S. Ambassadors Fund for Cultural Preservation awards grants through U.S. embassies for the preservation of cultural heritage of developing countries.

CULTURAL ANTIQUITIES TASK FORCE (CATF) (EST. 2004)

Program Length: Year-long

Geographic Reach: Global

FY 2014 Actual: $995,000.00	**# of Workshops:** ~10	**Cost per:** $99,500.00
FY 2015 Planned: $1,000,000.00	**# of Workshops:** ~10	**Cost per:** $100,000.00
FY 2016 Request: $1,000,000.00		

Description: The Cultural Antiquities Task Force (CATF) addresses the worldwide problem of damage to and looting of cultural heritage sites through projects that bolster law enforcement efforts to combat illicit trafficking. It was created by P.L.108-199. There are 10-30 participants per workshop.

IRAQI INSTITUTE FOR THE CONSERVATION OF ANTIQUITIES AND HERITAGE (EST. 2009)

Program Length: Year-long

Geographic Reach: Iraq
FY 2014 Actual: $174,000 ECA; $700,000 NEA **# of Participants:** 40 **Cost per:** $21,850.00
FY 2015 Planned: $500,000.00 **# of Participants:** 40 **Cost per:** $12,500.00
FY 2016 Request: N/A

Description: The Iraqi Institute for the Conservation of Antiquities and Heritage provides Iraqi heritage practitioners with modern education in the preservation of museum collections, historic architecture, and archaeological sites. Since 2009, nearly 200 practitioners from Iraq have attended the U.S.-sponsored programs. It is funded by the Department of State and private donors, and is implemented by a consortium of leading U.S. preservation institutions.

FUTURE OF BABYLON PROJECT (EST. 2009)

Program Length: Year-long

Geographic Reach: Iraq
FY 2009 - 2014 Cumulative Funding: $3,667,000.00 **# of Participants:** 40 **Cost per:** $15,279.17
FY 2015 New Funding: $500,000 (NEA funds)
FY 2016 Request: N/A

Description: The Future of Babylon Project develops a sustainable site management plan for long-term preservation of the ancient site of Babylon and undertaking stabilization and preservation of ancient structures at risk. It is implemented by a leading international preservation organization in collaboration with the Iraqi antiquities authority.

HERITAGE AT RISK (EST. 2013)

Program Length: Year-long

Geographic Reach: Global
FY 2013 Actual: $147,000.00 **# of Projects:** 11 **Cost per:** $13,363.64
FY 2014 Actual: $115,820.00 **# of Projects:** 11 **Cost per:** $10,529.00
FY 2015 Planned: $115,820.00
FY 2016 Request: N/A

Description: Heritage at Risk undertakes the ECA's mandated responsibilities to coordinate the assessment, protection, and preservation of cultural heritage, including museums, archives, and archaeological resources in situations of natural or manmade disasters. It coordinates the Department's response among the relevant U.S. embassies, its geographic and functional bureaus, and executive branch agencies to ensure U.S. government actions mitigate risk and damage to irreplaceable cultural heritage.

PLANNING FOR SAFEGUARDING HERITAGE SITES IN SYRIA AND IRAQ (EST. 2014)

Program Length: Year-long

Geographic Reach: Syria, Iraq
FY 2014 Actual: $756,000.00 (NEA Funding) **# of Participants:** 23
FY 2015 Planned: $750,000.00 **# of Participants:** 45 **Cost per:** $33,333.33
FY 2016 Request: N/A

Description: Planning for Safeguarding Heritage Sites in Syria and Iraq develops comprehensive documentation of the current condition and future preservation needs of cultural heritage sites in Syria and Iraq, and develops plans to make recommendations for short- and long-term preservation efforts, which could be undertaken as separate projects when conditions and funding permit. This project is a collaboration between the Cultural Heritage Center and Bureau of Near Eastern Affairs, with subject matter expertise provided by CHC and funding provided by NEA.

Academic Programs Directorate

ECA's academic programs connect students, scholars, teachers and professionals who, through participation in academic exchanges, increase their knowledge of their field and of another society; share the intellectual vitality and cultures of their own societies with peers and students; and develop their abilities to collaborate internationally to address shared concerns such as climate change, public health and many others. ECA also promotes and provides information about study in the United States by foreign students and encourages Americans to study abroad.

The directorate's English-language programming seeks to improve students' English language skills, contributing to greater mutual understanding, education and economic opportunities, and give individuals the skills to study in the United States. Through teaching materials, students gain insights into U.S. culture and values, and an emphasis on active learning and critical thinking. There was a small rise in English-language education funding for ECA in the last year.

FULBRIGHT PROGRAM

Program Length: Academic Year

Avg. Cost per Day: ~$85.69 (2014)

Geographic Reach: Global. The program does not exist in countries where the U.S. does not have diplomatic representation (i.e. Cuba, Iran, North Korea, Syria), or is represented via an embassy in another country (i.e. Bhutan, Somalia).
Female/Male Split: 51%/49%

FY 2013 Actual: $185,300,000.00	**# of Participants:** 8,000	**Cost per:** $23,162.50
FY 2014 Actual: $185,100,000.00	**# of Participants:** 8,000	**Cost per:** $23,137.50
FY 2015 Planned: $184,600,000.00	**# of Participants:** 8,000	**Cost per:** $23,075.00
FY 2016 Request: $184,600,000.00		

Description: Created in 1946, the Fulbright Program is the flagship academic exchange program sponsored by the U.S. government. The program and its components provide opportunities for Americans and citizens of more than 155 countries, who are chosen for their academic achievement and leadership potential, to study, teach or conduct research abroad and develop ties that build mutual understanding. The program generally does not exist in countries where the U.S. does not have diplomatic representation or presence(i.e. Cuba, Iran, North Korea, Syria), or is represented via an embassy in another country (i.e. Somalia).

The J. William Fulbright Scholarship Board is charged by legislation with supervising the Fulbringht program and selecting participants for the program. To do so the Board sets the policies that govern the selection process and management of the worldwide program, including review of all hyphenated grants and major program partnerships, and review of all slates of candidates including final participants and possible alternates.

The Fulbright Program receives foreign government contributions and significant cost share from universities and the private sector that equal 40 percent of the program budget. More than 30 governments contribute the same or more than the U.S. government to support Fulbright programs.

In FY 2014, there were roughly 8,000 participants divided into four primary Fulbright Program components:

1. U.S. Students
2. U.S. Scholars
3. Foreign Students
4. Visiting Scholars

There are also a number of programs and activities that fall under the Fulbright budget line that target select populations, such as teachers and professionals. The programs are explained below.

Co-Branded Fulbright Programs: The co-branded Fulbright programs are one way in which the Fulbright program leverages private sector support to extend the program's impact. Partners of the co-branded programs are selected to leverage other funding and expertise and to strategically increase recruitment and outreach to new audiences with partners who have a shared mission consistent with the Fulbright Program's goals.

Fulbright Students & Scholars Combined - Data by Region

Fulbright Grants	NEA	SCA	AF	WHA	EUR	EAP
Foreign Nationals						
AY2012-2013	321	640	211	921	1,140	854
AY2013-2014	329	574	245	1,040	1,122	761
U.S. Students and Scholars						
AY2012-2013	137	279	188	423	1,255	690
AY2013-2014	116	265	198	611	1,277	747
Foreign Nationals						
AY 1946-2013	10,853	11,758	11,558	35,863	131,316	28,660
AY 1946-2014	11,182	12,332	11,803	36,903	132,438	29,421
US Students and Scholars						
AY1946-2013	5,230	5,852	5,145	14,549	81,459	15,685
AY1946-2014	5,346	6,117	5,343	16,160	82,736	16,432

U.S. Participant Programs

FULBRIGHT U.S. STUDENT PROGRAM (EST. 1946)

Program Length: 6 Months - 1 Year Avg. Cost per Day: ~$80.37 (2014)

Geographic Reach: Global. The program generally does not exist in countries where the U.S. does not have diplomatic representation or presence (i.e. Cuba, Iran, North Korea, Syria), or is represented via an embassy in another country (i.e. Somalia).
Female/Male Split: 67%/33%

FY 2013 Actual: $43,400,000.00 **# of Participants:** 1,882 **Cost per:** $23,060.57
FY 2014 Actual: $43,400,000.00 **# of Participants:** ~2,000 **Cost per:** ~$23,000
FY 2015 Planned: $43,400,000.00 **# of Participants:** ~2,000 **Cost per:** ~$23,000
FY 2016 Request: $43,400,000.00

Description: Fulbright U.S. Student Program, created in 1946, provides fellowships to U.S. graduating college seniors, graduate students, artists, and early career professionals selected through open, merit-based competition for study and research abroad for one academic year. The average cost per student for Fulbright U.S. Student programs in FY 2014 was approximately $23,060 for 1,882 participants. Listed below are several special Fulbright U.S. Student program components. They are listed in chronological order, depending on when they were established. Four of the programs were established between 2007 and 2014.

- **FULBRIGHT ENGLISH TEACHING ASSISTANT PROGRAM (ETA) (EST. 1949)**
  Program Length: 9 Months Avg. Cost per Day: ~$77.78 (2014)

  Geographic Reach: Andorra, Argentina, Armenia, Azerbaijan, Bahrain, Bangladesh, Belarus, Belgium, Bosnia-Herzegovina, Brazil, Bulgaria, Colombia, Costa Rica, Cote d'Ivoire, Croatia, Cyprus, Czech Republic, Dominican Republic, Ecuador, France, Georgia, Germany, Greece, Guatemala, Hungary, India, Indonesia, Italy, Jordan, Kazakhstan, Kenya, Kosovo, Kyrgyzstan, Laos, Latvia, Luxembourg, Macau, Macedonia, Malaysia, Malta, Mexico, Moldova, Mongolia, Montenegro, Morocco, Nepal, Norway, Panama, Peru, Poland, Portugal, Romania, Russia, Rwanda, Senegal, Serbia, Slovak Republic, South Africa, South Korea, Spain, Sri Lanka, Taiwan, Tajikistan, Thailand, Turkey, Ukraine, Uruguay, Venezuela, Vietnam
  Female/Male Split: 71%/29%

FY 2013 Actual: $21,735,000.00 **# of Participants:** 1,035 **Cost per:** $21,000.00
FY 2014 Actual: $22,554,000.00 **# of Participants:** 1,074 **Cost per:** $21,000.00
FY 2015 Planned: $22,500,000.00 **# of Participants:** ~1,000
FY 2016 Request: N/A

Description: Fulbright English Teaching Assistant Program (ETA) places recent U.S. college graduates as English language teaching assistants in schools or universities overseas, improving foreign students' English language abilities and knowledge of the United States while increasing their own language skills and knowledge of the host country.

- **FULBRIGHT mtvU FELLOWSHIP (EST. 2007)**

Program Length: 9 Months Avg. Cost per Day: ~$104.36 (2014)

Geographic Reach: All countries where there is an active Fulbright U.S. Program
Female/Male Split: 62%/38%

FY 2013 Actual: $115,000.00 **# of Participants:** 5 **Cost per:** $23,000.00
FY 2014 Actual: $140,890.00 **# of Participants:** 5 **Cost per:** $28,178.00
FY 2015 Planned: $103,560.00 **# of Participants:** ~5
FY 2016 Request: N/A

Description: The Fulbright mtvU Fellowship provides fellowships to U.S. students to conduct research abroad for one academic year on an aspect of international musical culture. Participants share their experiences with their peers during their Fulbright year via video reports, blogs and podcasts showcased on mtvU.

- **FULBRIGHT-FOGARTY FELLOWSHIPS IN PUBLIC HEALTH (2011 FOR STUDENTS, 2013 FOR SCHOLARS)**

Program Length: 9 Months Avg. Cost per Day: ~$85.19 (2014)

Geographic Reach: China, Bangladesh, Botswana, Brazil, Thailand, Kenya, Peru, Malawi, Uganda, Zambia
Female/Male Split: 50%/50%

FY 2013 Actual: $115,000.00 **# of Participants:** 5 **Cost per:** $23,000.00
FY 2014 Actual: $92,000.00 **# of Participants:** 4 **Cost per:** $23,000.00
FY 2015 Planned: $70,000.00
FY 2016 Request: N/A

Description: The Fulbright-Fogarty Fellowship provides fellowships to American students and scholars for research at National Institutes of Health affiliated centers which are located in Sub-Saharan Africa, Asia, and Southern Cone Latin America.

- **J. WILLIAM FULBRIGHT-HILLARY RODHAM CLINTON FELLOWSHIP (EST. 2012)**

Program Length: 10 Months Avg. Cost per Day: ~$130.00 (2014)

Geographic Reach: African Union, Haiti, Peru, Burma (Myanmar), Kosovo, Samoa, Cote d'Ivoire, Malawi, Timor-Leste, Guatemala, Nepal, Ukraine
Female/Male Split: 75%/25%

FY 2013 Actual: $1,080,000.00 **# of Participants:** 24 **Cost per:** $45,000.00
FY 2014 Actual: $936,000.00 **# of Participants:** 24 **Cost per:** $39,000.00
FY 2015 Planned: $825,000.00
FY 2016 Request: N/A

Description: The J. William Fulbright-Hillary Rpodham Clinton Fellowship sends American early-career professionals and doctoral students to selected countries for ten months to serve as special assistants to leaders in public policy fields in host government ministries and institutions. It supports working professionals who require a different kind of support in-country and in their positions in foreign governments in developing countries than recent college graduates doing research or teaching English.

- **FULBRIGHT-NATIONAL GEOGRAPHIC DIGITAL STORYTELLING FELLOWSHIP (EST. 2014)**
  Program Length: 9 Months Avg. Cost per Day: ~$111.11 (2014)

  Geographic Reach: All countries where there is an active Fulbright U.S. Program
  Female/Male Split: 60%/40%

  FY 2014 Actual: $150,000.00 **# of Participants:** 5 **Cost per:** $30,000.00
  FY 2015 Planned: $157,000.00 **# of Participants:** ~5
  FY 2016 Request: N/A

  Description: The Fulbright-National Geographic Digital Storytelling Fellowship provides opportunities for U.S. citizens to participate in nine months of overseas travel and digital storytelling in up to three countries on a globally significant social or environmental topic. Using a variety of digital storytelling tools, Fellows publish their work on a National Geographic blog, with the support of National Geographic's editorial team.

FULBRIGHT U.S. SCHOLAR PROGRAM (EST. 1946)
Program Length: 2-12 Months Avg. Cost per Day: ~$190.48 (2014)

Geographic Reach: Global
Female/Male Split: 43%/57%

FY 2013 Actual: $36,000,000.00 **# of Participants:** 900 **Cost per:** ~$40,000
FY 2014 Actual: $36,000,000.00 **# of Participants:** 900 **Cost per:** ~$40,000
FY 2015 Planned: $36,000,000.00 **# of Participants:** 900 **Cost per:** ~$40,000
FY 2016 Request: N/A

Description: The Fulbright U.S. Scholar Program, created in 1946, awards scholarships to U.S. scholars at the faculty and senior researcher level, and professionals, to lecture and conduct research at institutions throughout the world in a wide variety of academic disciplines for one semester or academic year. In FY 2014, it supported 900 scholars and professionals at roughly $40,000 a person. The Specialists Program, created in 2001, is a component of the Scholar Program.

FULBRIGHT SPECIALISTS PROGRAM (EST. 2001)
Program Length: 2-6 Weeks Avg. Cost per Day: ~$178.57 (2014)

Geographic Reach: All countries where the U.S. Scholar program operates plus Algeria, Pakistan, Burundi, Gambia, Liberia, and Togo.
Female/Male Split: 36%/64%

FY 2013 Actual: $2,756,754.00 **# of Participants:** 374 **Cost per:** $7,371.00
FY 2014 Actual: $2,310,000.00 **# of Participants:** 462 **Cost per:** $5,000.00
FY 2015 Planned: $3,100,000.00
FY 2016 Request: N/A

Description: The Fulbright Specialists Program provides grants for U.S. faculty and professionals to lecture, lead seminars or workshops, and consult with institutions abroad on educational issues for periods of two-to-six weeks, based on requests from host country institutions to posts and Fulbright commissions.

FULBRIGHT REGIONAL NETWORK FOR APPLIED RESEARCH (NEXUS) PROGRAM (EST. 2011)
Program Length: 12 Months Avg. Cost per Day: ~$74.34 (2014)

Geographic Reach: Antigua and Barbuda, Argentina, Aruba, Bahamas, The Barbados, Belize, Bermuda, Bolivia, Brazil, Canada, Cayman Islands, Chile, Colombia, Costa Rica, Cuba, Curacao, Dominica, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, St. Kitts and Nevis, St. Lucia, St. Maarten, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago, Uruguay, Venezuela

Female/Male Split: 60%/40%

FY 2013 Actual: $1,040,000.00 **# of Participants:** 20 (U.S. & Foreign) **Cost per:** $52,000.00
FY 2014 Actual: $550,000.00* **# of Participants:** 20 (U.S. & Foreign) **Cost per:** $27,500.00
*Cost shared with the Government of Brazil
FY 2015 Planned: $0*
FY 2016 Request: N/A
*The current cohort funded with FY 14 runs through May 2016. State will recruit the next cohort in Fall 2016, and will use FY 16 funds

Description: The Fulbright Regional Network for Applied Research (NEXUS) Program provides an innovative platform for early and mid-career scholars and applied researchers from the United States and other Western Hemisphere countries to engage in collaborative thinking, analysis, problem-solving, and multi-disciplinary research. The program is for both U.S. and foreign scholars.

Foreign Participants

FULBRIGHT FOREIGN STUDENT PROGRAM (EST. 1946)

Program Length: 6 Months to 1 Year Avg. Cost per Day: ~$85.19 (2014)

Geographic Reach: Global
Female/Male Split: 48%/52%

FY 2013 Actual: $92,000,000.00 **# of Participants:** 3,929 **Cost per:** $23,415.63
FY 2014 Actual: $92,000,000.00 **# of Participants:** ~4,000 **Cost per:** ~$23,000.00
FY 2015 Planned: $92,000,000.00
FY 2016 Request: N/A

Description: The Fulbright Foreign Student Program, created in 1946, provides scholarships to foreign graduate students, young professionals and artists to study or conduct research in the United States for one year or more. Participants in all academic fields are chosen through a competitive merit-based selection process. In FY 2014, it cost roughly $23,000 a participant.

FULBRIGHT FOREIGN LANGUAGE TEACHING ASSISTANT (FLTA) PROGRAM (EST. 1969)

Program Length: Year-long Avg. Cost per Day: ~$39.02 (2014)

Geographic Reach: Afghanistan, Algeria, Argentina, Austria, Bangladesh, Belgium, Brazil, Burma, China, Colombia, Egypt, Finland, France, Germany, India, Indonesia, Iran, Iraq, Ireland, Israel, Italy, Japan, Jordan, Kazakhstan, Kenya, Kuwait, Kyrgyzstan, Lebanon, Libya, Mali, Malaysia, Mauritania, Mexico, Mongolia, Morocco, Nigeria, Pakistan, Palestinian Territories, Philippines, Russia, Saudi Arabia, South Africa (new in FY 2016), South Korea, Spain, Taiwan, Tajikistan, Tanzania, Thailand, Tunisia, Turkey, Uruguay, Uzbekistan, Venezuela, Vietnam, Yemen (suspended FY15)
Female/Male Split: 66%/34%

FY 2013 Actual: $5,800,000.00 **# of Participants:** 391 **Cost per:** $14,833.76
FY 2014 Actual: $5,868,116.00 **# of Participants:** 412 **Cost per:** $14,243.00
FY 2015 Planned: $5,900,000.00
FY 2016 Request: N/A

Description: The Fulbright Foreign Language Teaching Assistant (FLTA) Program provides one-year fellowships to young teachers of English from abroad to assist in the teaching of their native language (such as Arabic, Chinese and many others) to American post-secondary students while taking courses in American Studies and English teaching.

FULBRIGHT VISITING SCHOLAR PROGRAM (EST. 1946)

Program Length: 9 Months | Avg. Cost per Day: ~$111.11 (2014)

Geographic Reach: Global
Female/Male Split: 42%/58%

FY 2013 Actual: $27,000,000.00 | **# of Participants:** 930 | **Cost per:** ~$29,000.00
FY 2014 Actual: $27,000,000.00 | **# of Participants:** ~900 | **Cost per:** ~$30,000.00
FY 2015 Planned: $27,000,000.00
FY 2016 Request: N/A

Description: The Fulbright Visiting Scholar Program supports foreign scholars to conduct postdoctoral research and university lecturing at U.S. institutions for an academic year or term. In FY 2014, it had 900 participants and cost roughly $29,000 per scholar. There are multiple program components on the same budget line.

FULBRIGHT SHORT-TERM VISITING SCHOLAR PROGRAM (EST. 2010)

Program Length: 3 Months | Avg. Cost per Day: ~$313.01 (2014)

Geographic Reach: Iraq, Lebanon, Egypt and Tunisia
Female/Male Split: 46%/54%

FY 2013 Actual: $2,193,617.00 | **# of Participants:** 35 (Iraq), 44 (Libya) | **Cost per:** $27,767.30
FY 2014 Actual: $845,130.00 | **# of Participants:** 21 (Iraq); 9 (Lebanon) | **Cost per:** $28,171.00
FY 2015 Planned: $1,700,000.00
FY 2016 Request: N/A

Description: The Fulbright-Short-Term Visiting Scholar Program brings scholars in selected fields to U.S. institutions for approximately three months of faculty development, research, and other guided study activities designed to support them in building the capacity of universities in their home countries, and to advance their education. The program for Iraq is funded from post resources through a grant to the Council for International Exchange of Scholars (CIES). The program for Libya has been funded from the ECA budget, but was suspended last year due to closure of the U.S. embassy in Tripoli. To date, the program has sponsored 168 Iraqi scholars and 44 Libyan scholars. The inaugural program for Lebanese scholars will take place from June to September 2015 and is funded from the ECA budget.

Other Fulbright-Funded Programs

HUBERT H. HUMPHREY FELLOWSHIP PROGRAM (EST. 1978)

Program Length: Year-long | Avg. Cost per Day: ~$206.42 (2014)

Geographic Reach: 98 Developing or Transitional Countries
FY 2013 Actual: $11,549,853.00 | **# of Participants:** 171 | **Cost per:** $67,543.00
FY 2014 Actual: $10,999,932.00 | **# of Participants:** 146 | **Cost per:** $75,342.00
FY 2015 Planned: $11,000,000.00
FY 2016 Request: $11,000,000.00

Description: Launched in 1978, the Humphrey Program, a Fulbright activity, brings professionals from developing and transitioning countries to the United States for one-year, non-degree programs on U.S. university campuses that combine graduate-level academic work with substantive professional affiliations.

STUDY OF THE U.S. INSTITUTES FOR STUDENT LEADERS AND SCHOLARS (1985 SCHOLAR, 2003 STUDENT)

Program Length: 5-6 weeks Avg. Cost per Day: ~$371.04 (2014)

Geographic Reach: Global, more than 100 counties worldwide
Female/Male Split: 61%/39%

FY 2013 Actual: $7,985,250.00	**# of Participants:** 650	**Cost per:** $12,285.00
FY 2014 Actual: $8,599,570.00	**# of Participants:** 602	**Cost per:** $14,285.00
FY 2015 Planned: $8,600,000.00		
FY 2016 Request: $8,600,000.00		

Description: The Study of the U.S. Institutes for Student Leaders and Scholars allows undergraduate students, foreign university faculty and educators from multiple world regions to participate in five- to six-week academic seminars at U.S. universities focusing on topics in U.S. Studies. The program includes community service and leadership development and aims to strengthen curricula and improve the quality of teaching about the United States in academic institutions overseas.

GLOBAL UNDERGRADUATE EXCHANGE PROGRAM (UGRAD) (EST. 1992, REBRANDED 2002)

Program Length: 4 - 9 Months Avg. Cost per Day: ~$155.52 (2014)

Geographic Reach: Algeria, Armenia, Azerbaijan, Bahrain, Bangladesh, Belarus, Burma, Cambodia, China, Costa Rica, Dominican Republic, Egypt, El Salvador, Georgia, Guatemala, Haiti, Honduras, India, Indonesia, Israel, Jordan, Kazakhstan , Kenya, Kuwait, Kyrgyzstan, Laos, Lebanon, Mauritania, Malaysia, Moldova, Mongolia, Morocco, Mozambique, Nepal, Nicaragua, Niger, Pakistan, Palestinian Territories, Panama, Paraguay, Philippines, Russia, Saudi Arabia, Serbia, South Korea, Tajikistan, Thailand, Tunisia, Turkmenistan, Ukraine, Uzbekistan, Venezuela, Vietnam, Zimbabwe

Female/Male Split: 60%/40%

FY 2013 Actual: $8,072,006.00	**# of Participants:** 271	**Cost per:** $29,786.00
FY 2014 Actual: $7,733,130.00	**# of Participants:** 255	**Cost per:** $30,326.00
FY 2015 Planned: $5,575,000.00		
FY 2016 Request: $6,000,000.00		

Description: The Global Undergraduate Exchange Program (UGRAD) offers scholarships for a semester or a full academic year of non-degree study in the United States to undergraduate emerging student leaders from underrepresented sectors of selected countries in different world regions. The program also includes community service and professional development activities. Figures below are for all base funded UGRAD programs Western Hemisphere, East Asia, Eurasia/Central Asia, and Near East/South Asia/Sub Saharan Africa.

TEACHER EXCHANGE PROGRAMS (EST. 1996)

Program Length: 6 Weeks - 1 Year

Geographic Reach: Global
Female/Male Split: 66%/34%

FY 2013 Actual: $10,600,000.00	**# of Participants:** 407	**Cost per:** $26,044.23
FY 2014 Actual: $10,600,000.00	**# of Participants:** 370	**Cost per:** $28,649.00
FY 2015 Planned: $10,600,000.00		
FY 2016 Request: $10,600,000.00		

Description: Teacher Exchange programs range from six weeks to one academic year and are focused on professional development and internationalizing the field of teaching. Teachers augment their teaching and leadership skills and develop action plans to implement what they have learned on the exchange in their home schools and communities. There is an online network for returned alumni. The first program began in 1996; two of the programs started in 2006; and two others in 2009-2010. In FY 2013, there were 407 total participants, which cost $10.6 million. In FY 2014, the budget was $10.6 million, and there were 370 participants. The average cost per participant in FY 2014 was $28,649 with a range in cost by program from $21,150 to $56,591.

TEACHING EXCELLENCE AND ACHIEVEMENT PROGRAM (TEA) (EST. 1996)

Program Length: 6 weeks | Avg. Cost per Day: ~$512.26 (2014)

Geographic Reach: Algeria, Argentina, Armenia, Azerbaijan , Bangladesh, Bolivia, Cambodia, Cameroon, Chile, Colombia, Costa Rica, Cote d'Ivoire, Dominican Republic, Ecuador, Egypt, El Salvador, Ethiopia, Georgia, Ghana, Guatemala, Haiti, Honduras, India, Jordan, Kazakhstan, Kyrgyzstan, Latvia, Mali, Mongolia, Mozambique, Nepal, Nicaragua, Niger, Nigeria, Panama, Peru, Russia, Rwanda, Senegal, South Africa, Sudan, Tajikistan, Thailand, Tunisia, Turkey, Turkmenistan, Ukraine, Uzbekistan, Venezuela, Vietnam, West Bank/Gaza, Yemen, Zambia, Zimbabwe
Female/Male Split: 63%/37%

FY 2013 Actual: $3,206,160.00 **# of Participants:** 146 **Cost per:** $21,960.00
FY 2014 Actual: $3,227,250.00 **# of Participants:** 150 **Cost per:** $21,515.00
FY 2015 Planned: $3,293,565.00
FY 2016 Request: N/A

Description: The Teaching Excellence and Achievement Program (TEA) brings international educators from selected countries in multiple world regions to the United States for six weeks of university-based specialized seminars in teaching methods and technology, in combination with classroom-based internships and observation.

FULBRIGHT DISTINGUISHED AWARDS IN TEACHING PROGRAM (EST. 2009)

Program Length: Academic Semester | Avg. Cost per Day: ~$352.23 (2014)

Geographic Reach: Botswana, Finland, India, Israel, Mexico, Morocco, Netherlands, New Zealand, Palestinian Territories, Singapore, South Korea, Taiwan, United Kingdom, Vietnam
Female/Male Split: 78%/22%

FY 2013 Actual: $1,720,736.00 **# of Participants:** 32 **Cost per:** $53,773.00
FY 2014 Actual: $2,282,418.00 **# of Participants:** 54 **Cost per:** $42,267.00
FY 2015 Planned: $2,167,475.00
FY 2016 Request: N/A

Description: The Fulbright Distinguished Awards in Teaching Program brings international teachers to the United States and sends U.S. teachers abroad for a semester. Based at university-level schools of education in the host country, participants complete individual inquiry projects, take courses for professional development, and lead master classes and seminars for teachers and students at the host university and local schools.

INTERNATIONAL LEADERS IN EDUCATION PROGRAM (ILEP) (EST. 2006)

Program Length: Academic Semester | Avg. Cost per Day: ~$280.40 (2014)

Geographic Reach: Bangladesh , Brazil, Egypt, Ghana , India, Indonesia, Kenya, Malaysia, Mexico, Morocco, Philippines, Senegal, Tanzania, Uganda
Female/Male Split: 47%/53%

FY 2013 Actual: $2,122,368.00 **# of Participants:** 64 **Cost per:** $33,162.00
FY 2014 Actual: $2,153,472.00 **# of Participants:** 64 **Cost per:** $33,648.00
FY 2015 Planned: $2,219,697.00
FY 2016 Request: N/A

Description: The International Leaders in Education Program (ILEP) brings international teachers from selected countries in multiple world regions to the United States for one semester of university-based graduate-level coursework including new teaching methods and technology training, combined with classroom-based internships and observation.

TEACHERS OF CRITICAL LANGUAGES PROGRAM (EST. 2006)

Program Length: 9 Months | Avg. Cost per Day: ~$209.60 (2014)

Geographic Reach: China, Egypt, U.S.
Female/Male Split: 73%/27%

FY 2013 Actual: $1,062,398.00 | **# of Participants:** 17 | **Cost per:** $62,294.00
FY 2014 Actual: $1,245,002.00 | **# of Participants:** 22 | **Cost per:** $56,591.00
FY 2015 Planned: $1,250,000.00
FY 2016 Request: N/A

Description: The Teachers of Critical Languages Program brings teachers from China and Egypt to teach Mandarin and Arabic as a foreign language at U.S. elementary and secondary schools for an academic year.

TEACHERS FOR GLOBAL CLASSROOMS PROGRAM (EST. 2010)

Program Length: 4 Months Virtually, 2-3 Weeks in Person

Geographic Reach: FY 14: Brazil, Ghana, India, Morocco, Philippines; FY 15: TBD
Female/Male Split: 77%/23%

FY 2013 Actual: $1,591,128.00 | **# of Participants:** 72 | **Cost per:** $22,099.00
FY 2014 Actual: $1,691,920.00 | **# of Participants:** 80 | **Cost per:** $21,149.00
FY 2015 Planned: $1,669,263.00
FY 2016 Request: N/A

Description: The Teachers for Global Classrooms Program provides an international professional development opportunity for U.S. secondary teachers who aim to globalize teaching and learning in their U.S. classrooms and schools. Selected teachers complete a semester-long online course and workshop prior to their departure, spend two to three weeks in groups job-shadowing an international teacher in one of six host countries, and develop action plans to implement what they learned on their experience abroad in their home schools and communities.

CRITICAL LANGUAGE SCHOLARSHIP (CLS) PROGRAM (EST. 2006)

Program Length: 8-10 Weeks | Avg. Cost per Day: ~$259.74 (2014)

Geographic Reach: Azerbaijan, Bangladesh, China, India, Indonesia, Japan, Jordan, Korea, Morocco, Oman, Russia, Tajikistan, Turkey (Countries where Arabic, Azerbaijani, Bangla, Chinese, Hindi, Indonesia, Japanese, Korean, Persian, Russian, Turkish and Urdu are spoken)
Female/Male Split: 60%/40%

FY 2013 Actual: $9,000,000.00 | **# of Participants:** 597 | **Cost per:** $15,075.38
FY 2014 Actual: $9,000,000.00 | **# of Participants:** 550 | **Cost per:** $16,363.64
FY 2015 Planned: $9,000,000.00
FY 2016 Request: N/A

Description: The Critical Language Scholarship (CLS) Program provides academic instruction and structured cultural activities to increase language fluency and cultural competency for U.S. undergraduate and graduate students. Awards are offered for the study of Arabic, Azerbaijani, Bangla, Chinese, Hindi, Indonesian, Japanese, Korean, Persian, Russian, Turkish and Urdu in countries where these languages are widely spoken. The eight-to-10 week intensive summer institutes are part of a U.S. government inter-agency effort to expand dramatically the number of Americans studying and mastering critical-need foreign languages.

COMMUNITY COLLEGE INITIATIVE PROGRAM (EST. 2007)

Program Length: Year-long Avg. Cost per Day: ~$122.18 (2014)

Geographic Reach: Global (FY 15: Bangladesh, Brazil, Colombia, Cote d'Ivoire, Egypt, Ghana, India, Indonesia, Kenya, Pakistan, South Africa, Turkey)
Female/Male Split: 41%/59%

FY 2013 Actual: $7,449,930.00 **# of Participants:** 183 **Cost per:** $40,710.00
FY 2014 Actual: $9,900,000.00 (Includes ESF) **# of Participants:** 222 **Cost per:** $44,594.59
FY 2015 Planned: $5,900,000.00
FY 2016 Request: $5,900,000.00

Description: The Community College Initiative Program provides foreign participants from underserved regions and underrepresented groups with a one-year non-degree academic program at a U.S. community college. The Program is intended to build participants' technical skills in applied fields, enhance their leadership capabilities, and strengthen their English language proficiency. The program also provides opportunities for professional internships, service learning and community engagement activities.

COMMUNITY COLLEGE ADMINISTRATOR PROGRAM (EST. 2013)

Program Length: 6 Weeks Avg. Cost per Day: ~$539.68 (2014)

Geographic Reach: Indonesia, Pakistan, India, Ukraine, Brazil, Colombia, Ecuador and Peru. FY15 is Pakistan Only with ESF funds. Activity spread out over three years.
Female/Male Split: 25%/75%

FY 2013 Actual: $500,000.00 **# of Participants:** 20 **Cost per:** $25,000.00
FY 2014 Actual: $2,720,000.00 **# of Participants:** 120 **Cost per:** $22,666.67
FY 2015 Planned: $460,000.00 (ESF Funds)
FY 2016 Request: $0.00

Description: The Community College Administrator Program provides professional development opportunities to foreign administrators from technical, vocational, or community colleges and Ministry officials through a short-term exchange program to the United States. Began as a pilot initiative for Indonesian officials, teachers and administrators so they could develop a similar system of community colleges in Indonesia. In FY 2014, awards began including participants from select countries from around the world. It now operates in Indonesia, Pakistan, India, Ukraine, Brazil, Colombia, Ecuador and Peru.

SPECIAL ACADEMIC EXCHANGES

CENTER FOR CULTURAL & TECHNICAL INTERCHANGE (EAST-WEST CENTER) (EST. 1960)

Program Length: 1 Day - Doctoral Degree

Geographic Reach: Afghanistan, Australia, Bangladesh, Burma, Cambodia, China, Federated States of Micronesia, Federated States of Micronesia, Fiji, Hong Kong, India, Indonesia, Iran, Japan, Laos, Malaysia, Marshall Islands, Mongolia, Nepal, New Zealand, Pakistan, Papua New Guinea, Pakistan, Papua New Guinea, Philippines, Russia, Singapore, Solomon Islands, South Korea, Sri Lanka, Taiwan, Thailand, Tonga, United States, Vietnam
Female/Male Split: 50%/50%

FY 2013 Actual: $15,900,251.00 **# of Participants:** 3239 **Cost per:** $4,909.00
FY 2014 Actual: $16,699,480.00 **# of Participants:** 4088 **Cost per:** $4,085.00
FY 2015 Planned: $16,700,000.00
FY 2016 Request: $10,800,000.00

Description: The East-West Center is an internationally recognized education and research organization established by the U.S. Congress in 1960 to strengthen understanding and relations between the United States and the countries of the Asia Pacific region. Located in Honolulu, Hawaii, the Center carries out its mission through programs of cooperative study, training and research. It receives a separate annual appropriation from the U.S. Congress through ECA.

AMERICAN OVERSEAS RESEARCH CENTERS (ORCS) (EST. 1981)

Program Length: 3-6 Months Avg. Cost per Day: ~$131.68 (2014)

Geographic Reach: Afghanistan, Bangladesh, Cambodia, Cyprus, Egypt, India, Indonesia, Iranian Studies (located in the United States), Iraq (currently based in Amman, Jordan), Israel, Jordan, Mexico, Maghreb Countries (Algeria, Morocco, Tunisia), Mongolia, Pakistan, Palestinian Territories, Senegal, Sri Lanka, Turkey, and Yemen
Female/Male Split: 60%/40%

FY 2013 Actual: $3,999,912.00 **# of Participants:** 232 **Cost per:** $17,241.00
FY 2014 Actual: $3,999,825.00 **# of Participants:** 225 **Cost per:** $17,777.00
FY 2015 Planned: $4,000,000.00
FY 2016 Request: $4,000,000.00

Description: Through the Council of American Overseas Research Centers (CAORC), ECA provides funding for 20 of the Overseas Research Centers (ORCs). The Program allows U.S. scholars to gain experience and expertise in the study and cultures of countries where the ORCs are located.

TIBETAN SCHOLARSHIP PROGRAM (EST. 1988)

Program Length: 1-2 Years Avg. Cost per Day: ~$65.23 (2014)

Geographic Reach: India, Nepal
Female/Male Split: N/A

FY 2013 Actual: $601,000.00 **# of Participants:** 16 **Cost per:** $37,562.50
FY 2014 Actual: $535,710.00 **# of Participants:** 15 **Cost per:** $35,714.00
FY 2015 Planned: $650,000.00
FY 2016 Request: $500,000.00

Description: Through the Tibetan Scholarship Program, students from the Tibetan refugee communities of India and Nepal receive funding to pursue graduate degrees at U.S. institutions, primarily in fields that will contribute to more effective administrative governance of communities. Funded at $750,000 for many years, it began to decrease in FY 2011 to $735,000, then to $710,000 in FY 2012, and to $601,000 in FY 2013.

U.S.-SOUTH PACIFIC SCHOLARSHIP PROGRAM (EST. 1994)

Program Length: 2-4 years | Avg. Cost per Day: ~$99.32 (2014)

Geographic Reach: Cook Islands, Fiji, Kiribati, Nauru, Niue, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu
Female/Male Split: 75%/25%

FY 2013 Actual: $435,000.00 **# of Participants:** 4 **Cost per:** $108,750.00
FY 2014 Actual: $435,000.00 **# of Participants:** 4 **Cost per:** $108,750.00
FY 2015 Planned: $350,000.00
FY 2016 Request: $350,000.00

Description: The U.S.-South Pacific Scholarship Program supports merit-based scholarships to students from sovereign island nations of the South Pacific for U.S. degree study in fields related to development of the region.

VIETNAM ECONOMICS TEACHING PROGRAM/FULBRIGHT ECONOMICS TEACHING PROGRAM (EST. 1994)

Program Length: 2 years | Avg. Cost per Day: ~$26.02 (2014)

Geographic Reach: Vietnam
Female/Male Split: N/A

FY 2013 Actual: $1,900,000.00 **# of Participants:** 100 **Cost per:** $19,000.00
FY 2014 Actual: $1,900,000.00 **# of Participants:** 100 **Cost per:** $19,000.00
FY 2015 Planned: $2,500,000.00
FY 2016 Request: $1,900,000.00

Description: The Vietnam Economics Teaching Program (also known as Fulbright Economics Teaching Program) allows Vietnamese professionals from the government and private sectors to enroll in two years of study at the Fulbright School in Vietnam and receive a Master of Arts degree in public policy or participate in a one-year program in applied economics. It was created one year before normalized relations between the United States and Vietnam.

NATIONAL CLEARINGHOUSE ON DISABILITY AND EXCHANGE (EST. 1995)

FY 2013 Actual: $450,000.00
FY 2014 Actual: $450,000.00
FY 2015 Planned: $450,000.00
FY 2016 Request: $450,000.00

Description: The National Clearinghouse on Disability and Exchange sponsors a multi-functional clearinghouse that provides information for people with disabilities regarding international exchange opportunities and gives technical assistance to international exchange organizations, colleges and universities and other organizations about how to increase the number of people with disabilities participating in their exchange programs and to enhance exchange program experiences. This is not an exchange, but a service providing information, guidance, and assistance on increasing number of participants with disabilities on exchanges.

U.S.-TIMOR-LESTE SCHOLARSHIP PROGRAM (EST. 1999)

Program Length: 4-5 years | Avg. Cost per Day: ~$66.21 (2014)

Geographic Reach: Timor-Leste
Female/Male Split: N/A

FY 2013 Actual: $435,000.00 **# of Participants:** 3 **Cost per:** $145,000.00
FY 2014 Actual: $435,000.00 **# of Participants:** 4 **Cost per:** $108,750.00
FY 2015 Planned: $350,000.00
FY 2016 Request: $350,000.00

Description: The U.S.-Timor-Leste Scholarship Program supports merit-based scholarships for students from

Timor-Leste to study in the United States. Students participate in intensive English-language training and degree study in fields relevant to Timor-Leste's development.

BENJAMIN A. GILMAN INTERNATIONAL SCHOLARSHIP PROGRAM (EST. 2001)

Program Length: 2 weeks, 4 weeks, or 1 academic year

Geographic Reach: Participants can select destination countries that are not under a current DOS travel warning or Cuba
Female/Male Split: 69%/31%

FY 2013 Actual: $12,100,000.00 **# of Participants:** 2700 **Cost per:** $4,481.48
FY 2014 Actual: $12,415,530.00 **# of Participants:** 2785 **Cost per:** $4,458.00
FY 2015 Planned: $12,500,000.00
FY 2016 Request: $12,100,000.00

Description: The Benjamin A. Gilman International Scholarship Program provides scholarships to U.S. undergraduates with financial need for study abroad, including students from diverse ethnic backgrounds and students going to non-traditional study abroad destinations. Since 2001, it has awarded over 17,000 scholarships to U.S. undergraduate students representing more than 1,180 colleges and universities from all 50 states (plus the District of Columbia and Puerto Rico) for study in 140 countries around the world.

INTERNATIONAL CENTER FOR MIDDLE EASTERN-WESTERN DIALOGUE (HOLLINGS CENTER) (2005) EST.

Program Length: N/A

Geographic Reach: Countries with predominantly Muslim populations in the Middle East, North Africa, South Asia, Eurasia and Europe

FY 2013 Actual: $729,000.00*
FY 2014 Actual: $985,180.00*
FY 2015 Planned: $979,014.00*
* from the Hollings Center Trust Fund, not ECE Budget

Description: The Center is a non-profit, non-governmental organization dedicated to fostering dialogue between the United States and countries with predominantly Muslim populations in the Middle East, North Africa, South Asia, Eurasia and Europe. Its mandate is to provide a forum for dialogue involving U.S. citizens and those from Muslim-majority countries. The Center conducts its meetings and dialogues in Istanbul. As directed by the U.S. Congress, ECA is the fiduciary agent for a trust fund set up by Congress and disburses the annual interest in the form of an annual award supporting the Center's activities. The interest and earnings as well as a percentage of the principal from the trust are allocated each year for the operations of the center.

SUMMER INSTITUTES FOR EUROPEAN STUDENT LEADERS (EST. 2006)

Program Length: 5 weeks Avg. Cost per Day: ~$357.14 (2014)

Geographic Reach: Austria, Belarus, Belgium, Bulgaria, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Moldova, Netherlands, Norway, Poland, Portugal, Romania, Russia, Slovak Republic, Spain, Sweden, Turkey, Ukraine, United Kingdom
Female/Male Split: 61%/39%

FY 2013 Actual: $500,000.00 **# of Participants:** 40 **Cost per:** $12,500.00
FY 2014 Actual: $500,000.00 **# of Participants:** 40 **Cost per:** $12,500.00
FY 2015 Planned: Now a part of SUSI

Description: The Summer Institutes select European undergraduate students from underserved sectors and a range of ethnic, religious and socio-economic backgrounds for a a five-week program on a U.S. university campus where they learn about the United States and strengthen their leadership skills.

STUDY ABROAD CAPACITY BUILDING (EST. 2008)

Program Length: N/A

Geographic Reach: Global

FY 2013 Actual: $0.00
FY 2014 Actual: $1,390,000.00
FY 2015 Planned: $0.00
FY 2016 Request: $800,000.00

Description: The Study Abroad Capacity Building program awards U.S. institutions grants to help develop new study abroad programs and opportunities. A previous iteration was funded for three years under the budget line, "One Time Congressional Grants Competition," which no longer exists.

AFGHANISTAN JUNIOR FACULTY DEVELOPMENT PROGRAM (AJFDP) (EST. 2010)

Program Length: 10 weeks Avg. Cost per Day: ~$324.68 (2014)

Geographic Reach: Afghanistan
Female/Male Split: 33%/67%

FY 2013 Actual: $500,000.00 **# of Participants:** 20 **Cost per:** $25,000.00
FY 2014 Actual: $500,000.00 **# of Participants:** 22 **Cost per:** $22,727.27
FY 2015 Planned: $250,000.00 (ESF Funds)
FY 2016 Request: N/A

Description: The Afghanistan Junior Faculty Development Program (AJFDP) provides professional development for approximately 20 faculty members from public and private universities throughout Afghanistan. The 10-week program includes theoretical and practical program activities such as auditing courses, attending an academic conference, participating in English language training, presenting on Afghan higher education and culture, and developing curricula that can be implemented in Afghanistan. The program concludes with a one-week seminar in Washington, DC. It is funded via an Economic Support Funds (ESF) transfer.

TUNISIA COMMUNITY COLLEGE SCHOLARSHIP PROGRAM (EST. 2013)

Program Length: Year-long Avg. Cost per Day: ~$120.68 (2014)

Geographic Reach: Tunisia
Female/Male Split: 42%/58%

FY 2013 Actual: $4,625,000.00 (ESF Funds) **# of Participants:** 107 **Cost per:** $43,224.30
FY 2014 Actual: $4,625,000.00 (ESF Funds) **# of Participants:** 105 **Cost per:** $44,047.62
FY 2015 Planned: N/A
FY 2016 Request: N/A

Description: The Tunisia Community College Scholarship Program offers one-year scholarships for technical school students from Tunisia. It is part of the Department of State's Thomas Jefferson Scholarships. Program participants pursue non-degree study at U.S. community colleges in fields directly related to future growth sectors of Tunisia's economy: applied engineering, business management and administration, information technology, and tourism and hospitality. The awards will fund more than 210 participants over five academic years and is supported via Economic Support Funds (ESF) transfers.

MANDELA WASHINGTON FELLOWSHIP FOR YOUNG AFRICAN LEADERS (EST. 2014)

Program Length: 6 weeks, 14 weeks for Follow-On internships Avg. Cost per Day: $465.04 (2014)

Geographic Reach: 49 Countries in sub-Saharan Africa
Female/Male Split: ~50%/~50%

FY 2014 Actual: $12,370,000* **# of Participants:** 500 **Cost per:** $24,740
FY 2015 Planned: $12,370,000 **# of Participants:** 500 **Cost per:** $24,740

FY 2016 Request: $20,000,000 **# of Participants:** 1000
* ($1 million ECE, $11.37 million ESF and D&CP)

Description: Under this new flagship program of President Obama's Young African Leadership Initiative (YALI), young leaders from Sub-Saharan Africa come to the United States for six-week institutes at U.S. campuses and convene at a closing leadership summit in Washington, DC. Up to 100 fellows also participate in six- to eight-week internships in the United States. Once the Fellows return to their homes, the Fellowship continues on the continent with regional workshops, seed funding, professional development opportunities, and support for mentoring and community service. The Fellowship aims to build and sustain a network of young Sub-Saharan Africa leaders across critical sectors, cement stronger ties between the region and the United States, and prepare the participants for follow-on leadership opportunities in Africa, with the goal of strengthening democratic institutions and spurring economic growth and development on the continent. The $24,740 cost per participant covered the six-week academic fellowship for 500 Fellows, the Presidential summit at the end of their Fellowship, an eight week follow-on internship for 100 participants, and ECA alumni follow-on activities. It does not include the U.S. Agency for International Development (USAID) support in Africa for the Fellows once they have returned home.

YOUNG SOUTH-EAST ASIAN LEADERS INITIATIVE (YSEALI) (EST. 2014)

Program Length: 5 weeks Avg. Cost per Day: ~$446.43 (2014)

Geographic Reach: Brunei, Burma, Cambodia, Indonesia, Laos, Malaysia, Philippines, Singapore, Thailand, and Vietnam.
Female/Male Split: 55%/45%

FY 2014 Actual: $2,500,000.00 **# of Participants:** 160 **Cost per:** $15,625.00
FY 2015 Planned: $8,000,000.00 **# of Participants:** 500 **Cost per:** $16,000.00
FY 2016 Request: $8,000,000.00

Description: The Youth South-East Asian Leaders Initiative (YSEALI) includes academic and professional exchanges for Southeast Asian youth, ages 25 to 35, to deepen their knowledge about economic development, education, environment and civic engagement issues and to develop a regional network. The young professionals work in civic engagement, NGO management, economic empowerment, governance, legislative process, environmental and natural resources management. They are chosen through an open application for a month-long fellowship at U.S.-based non-profit or other organizations, government offices or legislative bodies.

YOUNG LEADERS IN THE AMERICAS INITIATIVE (YLAI) (EST. 2015)

Program Length: 6 weeks

Geographic Reach: Latin America, the Caribbean, and the United States

FY 2016 Request: $5,000,000.00

Description: The President's Young Leaders of the Americas Initiative (YLAI) will be the United States' premier exchange program in the hemisphere. Building on the success of similar young leader initiatives in sub-Saharan Africa and Southeast Asia, YLAI will provide 250 fellowships each year, beginning in 2016, to enable participants from Latin America, the Caribbean, and the United States to develop joint business and civil society initiatives. The preponderance of the fellowship will take place at universities, incubators, and non-governmental organizations across the United States, while follow-on exchanges will send Americans to their counterparts' countries to continue the collaboration. Fellows will receive ongoing support through a continuum of networking, mentorship, and investment opportunities.

ENGLISH LANGUAGE PROGRAMMING

ENGLISH LANGUAGE TEACHING MATERIALS (EST. 1962)

FY 2013 Actual: $770,000.00
FY 2014 Actual: $776,000.00
FY 2015 Planned: $785,000.00
FY 2016 Request: N/A

Description: English language materials for teachers and learners are available in multiple formats: print, video, audio, via a mobile app and online. Publication of the English Teaching Forum began in 1962.

ENGLISH LANGUAGE FELLOWS AND SPECIALISTS (EST. 1980)

Program Length: 10 Months | Avg. Cost per Day: ~$133.33 (2014)

Geographic Reach: Global
Female/Male Split: 75%/25%

FY 2013 Actual: $8,199,900.00 **# of Participants:** 180 **Cost per:** $45,555.00
FY 2014 Actual: $10,000,000.00 **# of Participants:** 250 **Cost per:** $40,000.00
FY 2015 Planned: $10,000,000.00
FY 2016 Request: N/A

Description: The English Language Fellows and Specialists program supports American English language teaching professionals to participate as Fellows in 10-month programs at host country universities, ministries of education, and other institutions. English Language Fellows share their expertise and strengthen English teaching capabilities in their community. English Language Specialists are U.S. academics who support U.S. embassy priorities through targeted two-week to four-month projects abroad. Topics may include curriculum design and evaluation, teacher training, textbook development, or programs to support English for Specific Purposes. The budget also includes the cost of ECA's participation in the annual TESOL International conference, and the Shaping the Way We Teach English Webinar Course, an online professional development course for English teachers delivered via webinar.

E-TEACHER SCHOLARSHIP PROGRAM (EST. 2004)

Program Length: 1 Year | Avg. Cost per Day: ~$4.85 (2014)

Geographic Reach: Global
Female/Male Split: 67%/33%

FY 2013 Actual: $1,599,600.00 **# of Participants:** 1200 **Cost per:** $1,333.00
FY 2014 Actual: $1,775,004.00 **# of Participants:** 1356 **Cost per:** $1,309.00
FY 2015 Planned: $2,500,000.00
FY 2016 Request: N/A

Description: The E-Teacher Scholarship Program provides graduate-level distance education courses conducted by a U.S. university grantee (currently the University of Oregon) for foreign English language teachers nominated by U.S. embassies. The program is designed to improve the quality of overseas English language teaching through the use of innovative distance learning technology. In the last 10 years, there have been participants from 125 countries.

ENGLISH ACCESS MICROSCHOLARSHIP PROGRAM (EST. 2004)

Program Length: 2 years | Avg. Cost per Day: ~$3.04 (2014)

Geographic Reach: 85
Female/Male Split: N/A

FY 2013 Actual: $26,784,000.00 **# of Participants:** 18,000 **Cost per:** $1,488.00
FY 2014 Actual: $24,690,000.00 **# of Participants:** 15,000 **Cost per:** $1,646.00
FY 2015 Planned: $24,000,000.00
FY 2016 Request: N/A

Description: The English Access Microscholarship Program exists in over 80 countries to build English language skills for students age 13-20 from disadvantaged sectors of society through after-school classes and intensive summer learning activities. The program began in Morocco in 2004; country participation is determined each year by the Office of English Language Programs in coordination with the regional bureaus, Posts and in consultation with the Regional English Language Officers (RELOs) to address strategic priorities.

EducationUSA (EST. 1998)

Program Length: Ongoing

Geographic Reach: 170
Female/Male Split: N/A

FY 2013 Actual: $12,200,000.00	**# of Participants:** 3,400,000	**Cost per:** $3.59
FY 2014 Actual: $12,240,000.00	**# of Participants:** 3,600,000	**Cost per:** $3.40
FY 2015 Planned: $12,240,000.00		
FY 2016 Request: $16,200,000.00		

Description: EducationUSA is a global network of advising centers that operate within a wide variety of host institutions abroad including U.S. embassies and consulates; Fulbright commissions; American Spaces including binational centers; U.S. non-profit organizations; and local institutions such as universities, libraries and non-profit organizations. EducationUSA advisers are trained with support from ECA and Regional Educational Advising Coordinators (REACs). They promote U.S. higher education and provide international students and scholars with accurate, comprehensive, and current information about academic study in the United States, application procedures, testing requirements, student visas, financial aid, and the full range of accredited U.S. higher education institutions. EducationUSA staff work with U.S. higher education professionals to promote international student recruitment and study abroad. EducationUSA also administers the grant for Open Doors, an annual census of international students and scholars in the United States and of U.S. students studying abroad. In selected countries, ECA administers the Opportunity Funds program through the EducationUSA advising network to assist highly qualified, economically disadvantaged students with the up-front costs of applying to U.S. colleges and universities. In FY2014, EducationUSA advised roughly 3.6 million youth in-person.

EducationUSA's Center Reporting System tracks the advising network's monthly reports that include outreach, office, and virtual statistics. Large media events are not included in the specific regional statistics.

FY 2013 contact numbers were:

EducationUSA AF - 385,202 in-person and 39,280 virtual contacts
EducationUSA EAP - 194,410 in-person and 1.16 million virtual contacts.
EducationUSA EUR - 615,857 in-person and 2.06 million virtual contacts
EducationUSA NEA - 546,845 in-person and 238,016 virtual contacts
EducationUSA SCA - 468,467 in-person and 1.5 million virtual contacts
EducationUSA WHA - 1.16 million and 1.37 million virtual contacts

FY 2014 contact numbers were:

EducationUSA AF – 768,606 in-person and 70,895 virtual contacts
EducationUSA EAP – 233,785 in-person and 957,166 virtual contacts.
EducationUSA EUR – 650,673 in-person and 513,622 virtual contacts
EducationUSA NEA – 537,763 in-person and 155,292 virtual contacts
EducationUSA SCA – 559,325 in-person and 1,710,418 virtual contacts
EducationUSA WHA – 825,503 in-person and 172,393 virtual contacts

Professional and Cultural Exchanges Directorate

The Professional and Cultural Exchanges directorate aims to build exchange networks of creative, active, accomplished youth and professionals who share ideas for progress, generate innovation and entrepreneurship, and fuel economic prosperity. It spent $193.958 million in FY 2013 divided among four areas: Youth, Professional, Culture, and Sports. Of that $193.958 million, the International Visitor Leadership Program cost $89.647 million. Cultural and Sports programs are targeted toward disadvantaged youth and the underrepresented who rarely speak English and would otherwise have no first-hand experience with American ideas, culture or people and are unlikely to engage in U.S. academic programs. The objective is to connect with them in non-threatening, non-political ways that resonate with them, such as through sports and the arts.

YOUTH PROGRAMS DIVISION

FY13 Actual – $67 million, Participants – 3,000 inbound and 1,000 outbound, Cost per participant – $16,753

FY14 Actual – $67.3 million, Participants – 3000 inbound and 1000 outbound, Cost per participant – $16,825

FY15 Planned – $55.85 million

ECA YOUTH PROGRAMS BY REGION

ECA Program	NEA	SCA	AF	WHA	EUR	EAP
AYLP			X	X	X	X
A-SMYLE					X	
CBYX					X	
FLEX		X			X	
GAPP					X	
NSLI-Y	X	X			X	X
YES	X	X	X	X	X	X
YES Abroad	X	X	X		X	X
Tech Girls	X					
YLP	X		X	X	X	X
Youth Ambassadors				X		

The Youth Programs Division focuses almost exclusively on high-school youth aged 15-18 years old, with the exception of a two-way exchange of Young Professionals and a one-way exchange of Vocational School Graduates (aged 18-24) under the Congress-Bundestag Youth Exchange Program in Germany. Since they mostly focus on high school youth, they include both academic year exchanges and short-term three to fourthree-to four-week exchanges for American and foreign youth. The academic year programs cover 54 countries. Where there are no youth academic year programs, like in Latin America, short-term programs are more common. There are 14 Youth programs, which range in cost from $26,700 to $58,000 per participant.

Cooperative agreements with outside institutions provide cost-sharing in the recruitment and placement of students. The host families for academic year and short-term exchange students are volunteers. Host schools also provide enrollment for the students.

NATIONAL SECURITY LANGUAGE INITIATIVE FOR YOUTH (NSLI-Y) (EST. 2006)

Program Length: 3-9 months | Avg. Cost per Day: ~$80.65 (2014)

Geographic Reach: China, Estonia, India, Jordan, Latvia, Modova, Morocco, Oman, Russia, South Korea, Taiwan, Tajikistan, Turkey
Female/Male Split: 60%/40%

FY 2013 Actual: $9,000,000.00 **# of Participants:** 628 **Cost per:** $14,331.21
FY 2014 Actual: $9,000,000.00 **# of Participants:** 620 **Cost per:** $14,516.13
FY 2015 Planned: $8,900,000.00
FY 2016 Request: N/A

Description: The National Security Language Initiative for Youth (NSLI-Y) awards full, merit-based scholarships to American high school students to study strategically important languages, such as Arabic, Chinese (Mandarin), Hindi, Korean, Persian (Tajiki), Russian, and Turkish. intensive summer and academic-year programs overseas. Programs provide formal and informal language learning environments, and immerse participants in the cultural and political life of their host country. It is part of the larger interagency National Security Language Initiative.

KENNEDY-LUGAR YOUTH EXCHANGE & STUDY (YES) ABROAD – U.S. STUDENT (EST. 2009)

Program Length: 1 year | Avg. Cost per Day: ~$52.12 (2014)

Geographic Reach: 12
Female/Male Split: 80%/20%

FY 2013 Actual: $914,745.00 **# of Participants:** 65 **Cost per:** $14,073.00
FY 2014 Actual: $914,745.00 **# of Participants:** 65 **Cost per:** $14,073.00
FY 2015 Planned: $914,745.00
FY 2016 Request: N/A

Description: The Kennedy-Lugar Youth Exchange & Study (YES) Abroad Program awards 65 American high school students with full, merit-based scholarships to study in approximately 12 countries that participate in the traditional YES program, which targets countries with significant Muslim populations.

AMERICAN YOUTH LEADERSHIP PROGRAM (EST. 2011)

Program Length: 3-4 weeks | Avg. Cost per Day: ~$396.91 (2014)

Geographic Reach: El Salvador, Ecuador, Ghana, Thailand, Cyprus, Hong Kong/China
Female/Male Split: 60%/40%

FY 2013 Actual: $1,500,000.00 **# of Participants:** 174 **Cost per:** $8,620.69
FY 2014 Actual: $1,235,000.00 **# of Participants:** 127 **Cost per:** $9,724.41
FY 2015 Planned: $1,300,000.00
FY 2016 Request: N/A

Description: The American Youth Leadership Program provides three to four week exchanges for groups of U.S. high school students and educators abroad. FY 2014 projects were with Cyprus, China/Hong Kong, Ecuador, El Salvador, Ghana, and Thailand.

FUTURE LEADERS EXCHANGE (FLEX) (EST. 1993)

Program Length: Academic Year Avg. Cost per Day: ~$87.70 (2014)

Geographic Reach: Armenia, Azerbaijan (no recruitment occurred for 2015-2016 year), Georgia, Kazakhstan, Kyrgyzstan, Moldova Tajikistan, Turkmenistan and Ukraine
Female/Male Split: 77%/23%

FY 2013 Actual: $18,470,000.00 **# of Participants:** 802 **Cost per:** $23,029.93
FY 2014 Actual: $18,470,000.00 **# of Participants:** 780 **Cost per:** $23,679.49
FY 2015 Planned: $18,117,437.00
FY 2016 Request: N/A

Description: The Future Leaders Exchange (FLEX) sponsors competitively awarded scholarships for high school students from Eurasia to spend an academic year in the United States. Students live with host families, attend school, and engage in activities to learn about U.S. society and acquire leadership skills. FY 2013 FLEX countries were: Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Russia, Tajikistan, Turkmenistan and Ukraine; Belarus and Uzbekistan no longer participate. In FY 2014, Russia withdrew from participation and recruiting was not able to take place in Azerbaijan for the 2015-2016 program year. The FLEX program includes an integrated component for students with disabilities as well as opportunities for competitive selection to attend workshops focused on civic education, social media activism, and English pedagogy. The program also supports an alumni network, which includes 23,000 people. Roughly half of the per participant costs for the FLEX participants pays for recruitment and transportation of students, while the other half is used for placement and monitoring costs while the students are in the United States.

KENNEDY-LUGAR YOUTH EXCHANGE & STUDY (YES) – FOREIGN PARTICIPANTS (EST. 2002)

Program Length: Academic Year Avg. Cost per Day: ~$98.74 (2014)

Geographic Reach: Albania, Bahrain, Bangladesh, Bosnia and Herzegovina, Bulgaria, Cameroon, Egypt, Gaza, Ghana, India, Indonesia, Israel, Macedonia, Malaysia, Mali, Morocco, Mozambique, Nigeria, Phillipines, Qatar, Saudi Arabia, Senegal, Sierra Leone, South Africa, Suriname, Tanzania, Thailand, Tunisia, Turkey, the West Bank, Yemen
Female/Male Split: 60%/40%

FY 2013 Actual: $24,100,000.00 **# of Participants:** 902 **Cost per:** $26,718.40
FY 2014 Actual: $24,100,000.00 **# of Participants:** 904 **Cost per:** $26,659.29
FY 2015 Planned: $23,567,255.00
FY 2016 Request: N/A

Description: The Kennedy-Lugar Youth Exchange & Study (YES) Program awards foreign secondary school students from countries with significant Muslim populations with full, merit-based scholarships to spend an academic year in the United States. Students live with host families, attend school, and engage in community service and activities to learn about U.S. society and acquire leadership skills. The program also includes an integrated component for students with disabilities and opportunities for competitive selection to attend workshops focused on civic education, social media activism, and English pedagogy. Funding also supports the alumni network. (Note: Recruitment of YES students tends to be more costly than recruitment of FLEX, A-SMYLE or CBYX students because ECA must work with a variety of recruiting organizations as no one award recipient has a presence in each YES country.)

AMERICAN-SERBIA & MONTENEGRO YOUTH LEADERSHIP EXCHANGE (A-SMYLE) (EST. 2005)

Program Length: Academic Year | Avg. Cost per Day: ~$80.36 (2014)

Geographic Reach: Serbia and Montenegro
Female/Male Split: 72%/28%

FY 2013 Actual: $1,150,000.00 | **# of Participants:** 65 | **Cost per:** $17,692.31
FY 2014 Actual: $1,150,000.00 | **# of Participants:** 53 | **Cost per:** $21,698.11
FY 2015 Planned: $1,150,000.00
FY 2016 Request: N/A

Description: The American-Serbia & Montenegro Youth Leadership Exchange (A-SMYLE) provides competitively awarded scholarships to secondary school students from Serbia and Montenegro to spend up to one academic year in the U.S., where they live with American host families and attend high school, engage in activities to learn about American society and values, and acquire leadership skills.

YOUTH LEADERSHIP ON DEMAND (EST. 2011)

Program Length: 3 weeks | Avg. Cost per Day: $382.33 (2013)

Geographic Reach: State Department Priority countries
Female/Male Split: 50%/50%

FY 2013 Actual: $835,000.00 | **# of Participants:** 104 | **Cost per:** $8,028.85
FY 2014 Actual: $0
FY 2015 Planned: $400,000.00
FY 2016 Request: N/A

Description: Youth Leadership On Demand provides high school students and adult educators from countries identified as Department priorities the opportunity to explore civic education, youth leadership development, and community service in the United States. Countries change by areas deemed to be the most urgent, critical national security interests. In FY 2013, five programs were implemented by two grantees. The program was not funded in FY 2014, but will be funded again in FY 2015.

TECHGIRLS (EST. 2012)

Program Length: 3 weeks | Avg. Cost per Day: ~$582.01 (2014)

Geographic Reach: Middle East and North African countries
Female/Male Split: 100%/0%

FY 2013 Actual: $330,000.00 | **# of Participants:** 27 | **Cost per:** $12,222.22
FY 2014 Actual: $330,000.00 | **# of Participants:** 27 | **Cost per:** $12,222.22
FY 2015 Planned: $330,000.00
FY 2016 Request: N/A

Description: TechGirls offers secondary school girls (ages 15-17) from the Middle East and North Africa the opportunity to engage in an intensive, three-week exchange program in the United States focused on promoting the high-level study of technology. Exchange activities include a technology camp with American peers, site visits with technology companies, job shadowing, community service activities, and home hospitality arrangements. Countries that have participated in Tech Girls include Algeria, Egypt, Jordan, Lebanon, Libya, Morocco, Palestinian Territories, Tunisia, and Yemen.

GERMAN-AMERICAN PARTNERSHIP PROGRAM (GAPP) - GERMANY (EST. 1972)

Program Length: 3 weeks | Avg. Cost per Day: $0.54 (2014)

Geographic Reach: Germany
Female/Male Split: N/A

FY 2013 Actual: $100,000.00 | **# of Participants:** 8950 | **Cost per:** $11.16
FY 2014 Actual: $100,000.00 | **# of Participants:** 8826 | **Cost per:** $11.33
FY 2015 Planned: $100,000.00
FY 2016 Request: N/A

Description: The German-American Partnership Program (GAPP) provides limited financial support via grants for short-term linkages between American high schools with German secondary schools and departments. The German government provides the bulk of funding support.

CONGRESS-BUNDESTAG YOUTH EXCHANGE (CBYX) - GERMANY (EST. 1983)

Program Length: Academic Year | Avg. Cost per Day: ~$50.08 (2014)

Geographic Reach: Germany
Female/Male Split: 66%/34%

FY 2013 Actual: $9,550,000.00 | **# of Participants:** 710 | **Cost per:** $13,450.70
FY 2014 Actual: $9,600,000.00 | **# of Participants:** 710 | **Cost per:** $13,521.13
FY 2015 Planned: $2,000,000.00
FY 2016 Request: N/A

Description: Congress-Bundestag Youth Exchange (CBYX) is jointly funded by the U.S. Congress and the German Bundestag, and administered by the State Department and the Bundestag since 1983, the program focuses on German-American common values of democracy and seeks to convey lasting personal and institutional relationships through an academic year school and home-stay experience. German and American secondary school students live with host families, attend school, and participate in community life. Two other components are dedicated to young (undergraduate) professionals and vocational school graduates to study and receive practical training.

YOUTH LEADERSHIP PROGRAMS (EST. 1999)

Program Length: 3-4 weeks | Avg. Cost per Day: ~$382.41 (2014)

Geographic Reach: 100+
Female/Male Split: 60%/40%

FY 2013 Actual: $5,700,000.00 | **# of Participants:** 570 | **Cost per:** $10,000.00
FY 2014 Actual: $4,825,000.00 | **# of Participants:** 515 | **Cost per:** $9,368.93
FY 2015 Planned: $4,790,000.00
FY 2016 Request: N/A

Description: The collection of programs under the Youth Leadership Program umbrella offers one-way and reciprocal exchanges for groups of high school students and educators in single-country and regional projects from more than 100 countries in Europe, Asia, the Middle East and Africa. Through three to four weeks of workshops, site visits, school visits, home-stays, and cultural activities with their peers, participants gain knowledge and skills related to leadership, civic responsibility and activism, community service, and global issues.

YOUTH AMBASSADORS (EST. 2009)

Program Length: 3 weeks | Avg. Cost per Day: ~$338.14 (2014)

Geographic Reach: All WHA countries
Female/Male Split: 55%/45%

FY 2013 Actual: $2,780,000.00	**# of Participants:** 391	**Cost per:** $7,109.97
FY 2014 Actual: $3,025,000.00	**# of Participants:** 426	**Cost per:** $7,100.94
FY 2015 Planned: $2,940,000.00		
FY 2016 Request: N/A		

Description: Youth Ambassadors brings together youth and adult mentors from 26 countries in the Western Hemisphere on one-way and reciprocal exchanges. In Mexico, the program is called "Jóvenes en Acción." The program focuses on civic education, community service, and youth leadership development, along with sub-themes such as entrepreneurship and environmental protection. The three-week exchanges include workshops, homestays and cultural activities. Students return to their home communities and engage in community service projects.

PROFESSIONAL FELLOWS DIVISION

FY 13 Actual – $17.9 million, FY 14 Actual – $18.05 million, FY 15 Planned – $14.5 million, FY 16 Requested – N/A

The Professional Fellows Division supports the professional development and capacity building of more than 1,000 emerging young leaders working to foster good governance practices and stronger civil society institutions, empower women and minority communities, and increase economic opportunities. Professional Fellows Programs are implemented worldwide, with some specific programs for the East Asian Pacific region (i.e. Ngwang Choephel Fellows Program, Mike Mansfield Fellowship Program, and the U.S. Congress-Korea National Assembly Youth Exchange, Young Southeast Asian Leaders Initiative). The Ngwang Choephel Fellows Program has its own budget line in the Special Professional and Cultural Exchanges account. The average cost share for Professional Fellows cooperative agreements is $90,000, or 15 percent of ECA funding.

JAPAN-U.S. FRIENDSHIP (CULCON) (EST. 1968)

Geographic Reach: Japan

FY 2013 Actual: $278,220.00
FY 2014 Actual: $278,220.00
FY 2015 Planned: $278,220.00
FY 2016 Request: N/A

Description: ECA makes an annual transfer of funds to the Japan-U.S. Friendship Commission to continue as the Secretariat for the U.S.-Japan Conference of Cultural and Educational Interchange (CULCON), a bi-national advisory panel to both governments that serves to focus official and public attention in both the United States and Japan on the cultural and educational underpinnings of the bi-national relationship. The Japan-U.S. Friendship Commission (JUSFC) is an independent Federal agency dedicated to promoting mutual understanding and cooperation between the United States and Japan. CULCON originated in a series of discussions between President Kennedy and Prime Minister Ikeda in 1962 as a high-level, informal advisory committee. The informal arrangement was formalized by an exchange of memoranda between the two governments in 1968. In March 1991, the U.S. and Japanese CULCON panels met in Tokyo and agreed upon specific steps toward restructuring CULCON, including the establishment of permanent U.S. and Japanese CULCON secretariats.

U.S. CONGRESS-KOREA NATIONAL ASSEMBLY YOUTH EXCHANGE (EST. 1981)

Program Length: 4.5 Weeks | Avg. Cost per Day: ~$247.58 (2014)

Geographic Reach: South Korea
Female/Male Split: 50%/50%

FY 2013 Actual: $155,953.00 **# of Participants:** 20 **Cost per:** $7,797.65
FY 2014 Actual: $155,975.00 **# of Participants:** 20 **Cost per:** $7,798.75
FY 2015 Planned: $156,000.00
FY 2016 Request: $156,000.00

Description: U.S. Congress-Korea National Assembly Youth Exchange was formed in 1981, led by former Representative Benjamin Gilman. Congress and the Korea National Assembly initiated this exchange program, which introduces 10 university students and recent graduates from the United States and the Republic of Korea to the political process, society, and culture of the two countries. The Korean participants spend two and a half weeks in the U.S., and the American participants spend two weeks in the Republic of Korea. In FY 2014, ECA awarded Meridian International Center $155,975 to implement the program.

J. CHRISTOPHER STEVENS VIRTUAL EXCHANGE (EST. 2014)

Program Length: 1 Year | Avg. Cost per Day: N/A

Geographic Reach: Algeria, Bahrain, Egypt, Iran, Iraq, Israel, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Palestinian Territories, Qatar, Saudi Arabia, Syria, Tunisia, United Arab Emirates
Female/Male Split: N/A

FY 2014 Actual: $4,000,000 **# of Participants:** N/A **Cost per:** N/A
FY 2015 Planned: $5,000,000
FY 2016 Request: N/A

Description: The J. Christopher Stevens Virtual Exchange Initiative (Stevens Initiative), developed in partnership with the Stevens Family, and with significant involvement from the MacArthur Foundation, is a multilateral public-private partnership that will strengthen engagement between young people in the Middle East and North Africa and in the United States as a lasting tribute to the legacy of Ambassador Chris Stevens. The Stevens Initiative will use technology and online tools to achieve people to people educational exchanges between the United States and the Middle East and North Africa. Through intensive, structured online engagements between youth at various education levels, the Initiative will increase mutual understanding and equip more than one million youth with the skills and aptitudes they need to succeed in the 21st century.

MIKE MANSFIELD FELLOWSHIP PROGRAM (EST. 1994)

Program Length: Year-long | Avg. Cost per Day: ~$415.89 (2014)

Geographic Reach: Japan
Female/Male Split: N/A

FY 2013 Actual: $1,520,000.00 **# of Participants:** 10 **Cost per:** $152,000.00
FY 2014 Actual: $1,518,000.00 **# of Participants:** 10 **Cost per:** $151,800.00
FY 2015 Planned: $1,100,000.00
FY 2016 Request: N/A

Description: Mike Mansfield Fellowship Program: Established by Congress in 1994 (22 U.S.C. Chapter 70, section 6101) and offers an opportunity for U.S. federal government employees to gain substantial personal knowledge about the Government of Japan by working alongside their counterparts in Japanese agencies. The Mansfield Foundation administers the program.

NATIONAL YOUTH SCIENCE FOUNDATION/ NATIONAL YOUTH SCIENCE CAMP (EST. 1999)

Program Length: One month | Avg. Cost per Day: $270.83 (2014)

Geographic Reach: Antigua and Barbuda, Argentina, Aruba, Bahamas, The Barbados, Belize, Bermuda, Bolivia, Brazil, Canada, Cayman Islands, Chile, Colombia, Costa Rica, Cuba, Curacao, Dominica,Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay,

Peru, St. Kitts and Nevis, St. Lucia, St. Maarten, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago, Uruguay, Venezuela

FY 2013 Actual: $130,000 **# of Participants:** 16 **Cost per:** $8,125
FY 2014 Actual: $130,000 **# of Participants:** 16 **Cost per:** $8,125
FY 2015 Planned: $130,000
FY 2016 Request: N/A

Description: An annual science camp for American high school students and selected students from the Western Hemisphere region (WHA), which aims to bringing together students from the WHA region in a scientific and cultural exchange that promotes understanding and cooperative work. The camp is an honors program sponsored by the state of West Virginia, individuals, and corporations to encourage talented and gifted science-inclined high school students to achieve their full potential. Funding began through a series of annual earmarks.

THE NGWANG CHOEPHEL FELLOWS PROGRAM (EST. 2003)

Program Length: 2 weeks - 2 months Avg. Cost per Day: ~$382.06 (2014)

Geographic Reach: Tibetan communities in China
Female/Male Split: 50%/50%

FY 2013 Actual: $530,000.00 **# of Participants:** 43 **Cost per:** $12,325.58
FY 2014 Actual: $575,000.00 **# of Participants:** 43 **Cost per:** $13,372.09
FY 2015 Planned: $575,000.00
FY 2016 Request: $558,000.00

Description: The Ngwang Choephel Fellows Program was formed by Congress to provide general support to non-governmental organizations outside of China to promote activities that preserve Tibetan cultural traditions and enhance sustainable development and environmental conservation in Tibetan communities in China. Program themes for annual competitions are developed in cooperation with the Office of the Special Coordinator for Tibetan Issues, the U.S. Embassy in Beijing, and the U.S. Consulate General in Chengdu.

FORTUNE/U.S. STATE DEPARTMENT GLOBAL WOMEN'S MENTORING PARTNERSHIP (EST. 2006)

Program Length: 2 weeks Avg. Cost per Day: $776.40 (2014)

Geographic Reach: Argentina, China, Egypt, El Salvador, Ghana, Guatemala, India, Kenya, Mexico, Nigeria, Poland, South Korea, Ukraine, Uruguay, Zimbabwe
Female/Male Split: 100%/0%

FY 2013 Actual: $250,000.00 **# of Participants:** 27 **Cost per:** $9,259.26
FY 2014 Actual: $250,000.00 **# of Participants:** 23 **Cost per:** $10,869.57
FY 2015 Planned: $250,000.00
FY 2016 Request: N/A

Description: The Department partners with Fortune's Most Powerful Women program to support women's economic, social and political empowerment through leadership workshops and mentoring assignments for approximately 35 emerging women leaders from around the world. U.S. executive women from Fortune 500 companies commit their time and professional and personal resources to mentor the international emerging leaders. Project activities include a three- to four-day orientation program in Washington, a mentorship assignment for two weeks at a U.S. host company, and a final wrap-up session in New York City.

PROFESSIONAL FELLOWS PROGRAM (EST. 2009)

Program Length: ~5 Weeks Avg. Cost per Day: ~$352.26 (2014)

Geographic Reach: Global
Female/Male Split: 50%/50%

FY 2013 Actual: $7,398,000.00 **# of Participants:** 600 **Cost per:** $13,000.00
FY 2014 Actual: $7,644,000.00 **# of Participants:** 620 **Cost per:** $12,329.03
FY 2015 Planned: $9,980,404.00

FY 2016 Request: N/A

Description: The Professional Fellows Program brings worldwide emerging leaders in the fields of legislative process and governance; civic engagement; NGO management; economic empowerment and entrepreneurship; and journalism from around the world to the United States for intensive fellowships designed to broaden their professional expertise. Participants spend approximately one month in the United States, during which they receive full-time fellowships with federal and local governments, businesses, and nonprofit organizations. Fellowships provide participants the opportunity to examine the relationship between civil society and government in the United States, and how respective agencies and organizations work to strengthen citizen participation, transparency, and accountability. At the end of their fellowships, participants travel to Washington for a three-day Professional Fellows Congress, where they engage with over 200 global Professional Fellows. The program takes place twice per year, in the spring (May/June) and in the fall (October/November).

COMMUNITY SOLUTIONS (EST. 2010)

Program Length: 4 months | Avg. Cost per Day: ~$198.41 (2014)

Geographic Reach: Albania, Bangladesh, Bolivia, Brazil, Bulgaria, Costa Rica, Czech Republic, Egypt, Ghana, Indonesia, Israel, Kenya, Liberia, Macedonia, Malawi, Maldives, Nepal, Papua New Guinea, Palestinian Territories, Phillipines, Romania, Rwanda, Sierra Leone, Sri Lanka, Sudan, Tajikistan, Tanzania, Turkey, Uganda, Vietnam, Zambia, Zimbabwe
Female/Male Split: 50%/50%

FY 2013 Actual: $1,500,000.00 **# of Participants:** 63 **Cost per:** $23,809.52
FY 2014 Actual: $1,500,000.00 **# of Participants:** 63 **Cost per:** $23,809.52
FY 2015 Planned: $2,300,000.00
FY 2016 Request: N/A

Description: The Community Solutions Program – a longer, four-month version of the Professional Fellows Program – brings community leaders from around the world to the United States for four-month fellowships with public and private sector organizations to enhance their professional and personal abilities to address issues of concern in their home communities. In 2014, Community Solutions fellows came from 35 countries and all geographic regions. Current program themes include accountability and transparency, tolerance and conflict resolution, environmental issues, and women's issues.

TECHWOMEN (EST. 2011)

Program Length: 5 weeks | Avg. Cost per Day: ~$894.66 (2014)

Geographic Reach: FY14: Algeria, Cameroon, Egypt, Jordan, Kazakhstan, Kenya, Kyrgyzstan, Lebanon, Morocco, Nigeria, the Palestinian Territories, Rwanda, Sierra Leone, South Africa, Tajikistan, Tunisia, Turkmenistan, Uzbekistan, Zimbabwe
Female/Male Split: 100%/0%

FY 2013 Actual: $2,450,000.00 **# of Participants:** 78 **Cost per:** $31,410.26
FY 2014 Actual: $3,100,000.00 **# of Participants:** 99 **Cost per:** $31,313.13
FY 2015 Planned: $2,500,000.00
FY 2016 Request: N/A

Description: TechWomen selects participants from target countries across Africa, Central Asia, and the Middle East to take part in a peer mentoring experience with American women at leading technology and innovation companies in Silicon Valley and the San Francisco Bay Area. It is designed to develop the field of technology, increase the trade capacity of the participating countries, promote economic advancement, and enable women to reach their full potential in the science and technology industry. U.S.-based programming takes place in the fall; in the following spring, a delegation of American mentors travel to Africa and the Middle East to join TechWomen alumnae in conducting outreach programming focused on specific science and technology issues and careers for young women and girls. Costs include international recruitement, participant selection, international and domestic travel, housing, U.S.-based-programming, and overseas follow-on programming.

PROFESSIONAL FELLOWS "ON DEMAND" PROGRAM (EST. 2012)

Program Length: 2 weeks - 1 month | Avg. Cost per Day: ~$501.25 (2014)

Geographic Reach: Global
Female/Male Split: 50%/50%

FY 2014 Actual: $400,000.00 | **# of Participants:** 38 | **Cost per:** $10,526.32
FY 2015 Planned: $1,243,000.00
FY 2016 Request: N/A

Description: The Professional Fellows "On Demand" Program builds upon the Professional Fellows model to allow for a quick response to address urgent foreign policy priorities worldwide. Once approved, an on-demand exchange program can be immediately announced and the exchange can take place within three to six months. Programmatic details and timelines are developed as appropriate for specific projects and specific foreign policy goals and are geared towards tangible outcomes.

Traditional Public-Private Partnership Program (TPPP)

A program with modified limited competition that includes the American Center for International Labor Solidarity, American Council of Young Political Leaders, the Institute for Representative Government, Partners of the Americas, and Sister Cities International.

SISTER CITIES INTERNATIONAL (EST. LATE 1950S)

Program Length: Ongoing

FY 2013 Actual: $400,285.00 | **# of Projects:** N/A | **Cost per:** N/A
FY 2014 Actual: $400,285.00 | **# of Projects:** N/A | **Cost per:** N/A
FY 2015 Planned: $400,285.00
FY 2016 Request: N/A

Description: This grant provides administrative support to Sister Cities International (SCI), which promotes closer connections between U.S. citizens and other countries through the activities of the 1,300 U.S. cities affiliated with more than 2,400 sister cities in 137 countries around the world.

AMERICAN CENTER FOR INTERNATIONAL LABOR SOLIDARITY (EST. LATE 1950S)

Program Length: Ongoing

Geographic Reach: Dominican Republic, Mexico, Indonesia, African countries (TBD)
Female/Male Split: N/A

FY 2013 Actual: $306,000.00 | **# of Participants:** 28 | **Cost per:** $10,928.57
FY 2014 Actual: $306,000.00 | **# of Participants:** 28 | **Cost per:** $10,928.57
FY 2015 Planned: $306,000.00
FY 2016 Request: N/A

Description: The American Center for International Labor Solidarity implements a series of exchanges to support democratic institutions and social processes to improve social justice and to strengthen human and trade union rights worldwide.

AMERICAN COUNCIL OF YOUNG POLITICAL LEADERS (ACYPL) (EST. 1971)

Program Length: 2 weeks | Avg. Cost per Day: ~$422.48 (2014)

Geographic Reach: Australia, Japan, Jordan, Morocco, New Zealand, Palestinian Territories, Russia, Tunisia
Female/Male Split: N/A

FY 2013 Actual: $893,133.00 | **# of Participants:** 151 | **Cost per:** $5,914.79
FY 2014 Actual: $893,113.00 | **# of Participants:** 151 | **Cost per:** $5,914.66
FY 2015 Planned: $893,133.00

FY 2016 Request: N/A

Description: American Council of Young Political Leaders (ACYPL) recieves a grant to sponsor approximately 25 reciprocal study tours of two weeks' duration for delegations of seven to 12 American and foreign young political leaders to learn about each other's political systems and institutions.

INSTITUTE FOR REPRESENTATIVE GOVERNMENT (EST. 1988)

Program Length: 10 days | Avg. Cost per Day: ~$1,098.42 (2014)

Geographic Reach: Colombia, El Salvador, Panama, Ukraine, Tunisia
Female/Male Split: 50%/50%

FY 2013 Actual: $340,511.00 **# of Participants:** 24 **Cost per:** $14,187.96
FY 2014 Actual: $340,511.00 **# of Participants:** 31 **Cost per:** $11,015.23
FY 2015 Planned: $341,511.00
FY 2016 Request: N/A

Description: The Institute for Representative Government sponsors legislators from around the world to travel to the United States on 10-day study tours to examine U.S. legislative practices at the federal and state levels.

PARTNERS OF THE AMERICAS (EST. 1962)

Program Length: 1 week - 1 month | Avg. Cost per Day: ~$349.63 (2014)

Geographic Reach: Antigua and Barbuda, Argentina, Aruba, Bahamas, The Barbados, Belize, Bermuda, Bolivia, Brazil, Canada, Cayman Islands, Chile, Colombia, Costa Rica, Cuba, Curacao, Dominica, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, St. Kitts and Nevis, St. Lucia, St. Maarten, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago, Uruguay, Venezuela
Female/Male Split: N/A

FY 2013 Actual: $367,110.00 **# of Participants:** 60 **Cost per:** $6,118.50
FY 2014 Actual: $367,110.00 **# of Participants:** 60 **Cost per:** $6,118.50
FY 2015 Planned: $367,110.00
FY 2016 Request: N/A

Description: Partners of the Americas implements exchanges with Western Hemisphere countries to enhance mutual understanding through personal involvement and linkages of key volunteer specialists in fields such as citizen participation, judicial reform, public administration, promotion of minority and indigenous rights, journalism, environmental and historic conservation, education, economic development and trade, and visual and performing arts.

CULTURAL PROGRAMS DIVISION

FY13 Actual – $9.5 million, Participants – 428, Cost per participant – $22,177*
FY14 Actual – $10.2 million, Participants – 876, Cost per participant – $11,644
FY15 Planned – $10.2 million, FY16 Requested - N/A

*To be consistent with other ECA program data measurements, this is the estimated cost per traveler on the exchange. However, for outward-bound cultural exchanges, the primary public diplomacy beneficiaries are the audiences, workshop participants and other foreign publics who come into contact with the American artist/catalyst during the program. Per participant cost only captures the person directly funded by the exchange. It does not account for audiences and participants overseas, which can include tens of thousands of people per beneficiary.

Cultural programs are designed to connect with foreign audiences who may only have narrow experiences with American culture and society. The programs include an array of models and artistic genres in order to respond to changing environment and aim to overcome barriers (linguistic, cultural, socio-economic) in connecting with different audiences. There are 14 programs and most of them are public-private partnerships.

DANCEMOTION USA (EST. 2010)

Program Length: 18 days (3 tours - each tour is 18 days)

Geographic Reach: Jordan, Israel, Indonesia, Laos, the Phillipines, Madagascar, South Africa, Zambia
Female/Male Split: 60%/40%

FY 2013 Actual: $1,500,000.00 **# of Performers:** 50 **Cost per:** $30,000.00
FY 2014 Actual: $1,300,000.00 **# of Performers:** 42 **Cost per:** $30,952.38
FY 2015 Planned: $1,300,000.00
FY 2016 Request: N/A

Description: The DanceMotion USA program provides performances and educational dance workshops for a underserved students and audiences in priority countries. The purpose is to showcase American society and connect with populations where language and political barriers may inhibit direct discussion. Three contemporary American dance companies travel to 12 countries that have limited engagement with American artists to present workshops on a variety of dance styles, arts management and the creative economy. The program also includes a virtual lecture demonstrations and workshops with students in rural areas. It is a public-private partnership with the Brooklyn Academy of Music (BAM).

AMERICAN FILM SHOWCASE (EST. 2011)

Program Length: 7-10 days Avg. Cost per Day: ~$315.13 (2014)

Geographic Reach: 40
Female/Male Split: 45%/55%

FY 2013 Actual: $1,300,000.00 **# of Projects:** 60 **Cost per:** $21,666.00
FY 2014 Actual: $1,500,000.00 **# of Projects:** 80 **Cost per:** $18,750.00
FY 2015 Planned: $1,800,000.00
FY 2016 Request: N/A

Description: The American Film Showcase sends filmmakers and film industry professionals abroad to present award-winning American documentaries, independent films, and animated short films in support of mission policy goals. The films offer contemporary insights into American life and culture, and explore issues affecting democratic societies. The University of Southern California's School of Cinematic Arts arranges touring programs with the State Department to showcase the films and their filmmakers at U.S. Embassy-organized events, including international film festivals. An annual application process determines the 35-40 participating countries. AFS supports incoming foreign filmmakers for USC-based workshops. It is a public-private partnership.

AMERICAN MUSIC ABROAD (AMA) (EST. 2011)

Program Length: 2-6 weeks

Geographic Reach: Algeria, Argentina, Azerbaijan, Bangladesh, Belarus, Bolivia, Botswana, Brazil, Chad, China, Democratic Republic of the Congo, Ecuador, Egypt, Equatorial Guinea, Estonia, Georgia, Guatemala, Indonesia, Jerusalem, Kazakhstan, Latvia, Malta, Mauritius, Mexico, Moldova, Montenegro, Morocco, Mozambique, Panama, Paraguay, Peru, Romania, Russia, Saudi Arabia, Senegal, Taiwan, Tajikistan, Thailand, Tunisia, Turkemenistan, Ukraine, Uruguay, Uzbekistan, Venezuela, Zimbabwe,
Female/Male Split: N/A

FY 2013 Actual: $1,500,000.00 **# of Performers:** 45 **Cost per:** $33,333.33
FY 2014 Actual: $1,500,000.00 **# of Performers:** 45 **Cost per:** $33,333.33
FY 2015 Planned: $1,292,000.00
FY 2016 Request: N/A

Description: The American Music Abroad program focuses on investing in youth leadership and strengthening civil society by sending approximately 10 American music groups in genres such as urban/hip-hop, gospel, bluegrass, and jazz to more than 40 countries annually to conduct public concerts, interactive performances with

local musicians, lecture demonstrations, workshops, and jam sessions with diverse audiences. AMA activities focus on younger and underserved audiences in countries where people have few opportunities to meet American performers and experience their music first-hand. Participating countries are determined in consultation with the regional bureaus and embassies overseas.

ARTS ENVOY PROGRAM (EST. 2012)

Program Length: 5 days to 6 weeks Avg. Cost per Day: ~$156.99 (2014)

Geographic Reach: Algeria, Armenia, Austria, Azerbaijan, Bolivia, Bosnia and Herzegovina, Botswana, Burkina Faso, Burma, Cameroon, Canada, the Congo, Costa Rica, Croatia, Cote d'Ivoire, Cuba, Dominican Republic, Ecuador, Ethiopia, Georgia, Honduras, Israel, Japan, Jordan, Kazakhstan, Kyrgyzstan, Latvia, Lesotho, Liberia, Lithuania, Malaysia, Moldova, Mongolia, Micronesia, Namibia, Oman, Palestinian Territories, Paraguay, Qatar, Romania, Russia, Saudi Arabia, South Africa, South Korea, Sri Lanka, Swaziland, Tajikistan, Thailand, Turkey, Turkmenistan, Uzbekistan, Vietnam, Zimbabwe
Female/Male Split: 20%/80%

FY 2013 Actual: $1,600,000.00	**# of Envoys:** 240	**Cost per:** $6,666.67
FY 2014 Actual: $1,500,000.00	**# of Envoys:** 390	**Cost per:** $3,846.15
FY 2015 Planned: $1,400,000.00	**# of Envoys:** 347	**Cost per:** $4,035.58
FY 2016 Request: N/A		

Description: The Arts Envoy Program gives U.S. missions worldwide an opportunity to develop customized cultural programming to support U.S. foreign policy mission objectives and connect the U.S. arts community with international publics. This On Demand program supports strategic projects by arts professionals who can spend five days to six weeks in a country or region working with priority groups and arts professionals.

AMERICAN ARTS INCUBATOR (EST. 2013)

Program Length: 1 month

Geographic Reach: China, Indonesia, Laos, Mongolia, Papua New Guinea, the Philippines, Vietnam
Female/Male Split: 50%/50%

FY 2013 Actual: $250,000.00	**# of Projects:** 4	**Cost per:** $29,700.00
FY 2014 Actual: $250,000.00	**# of Projects:** 4	**Cost per:** $29,700.00
FY 2015 Planned: $300,000.00		
FY 2016 Request: N/A		

Description: The American Arts Incubator addresses local community issues, such as women's empowerment, civil society, social inclusion, conflict resolution, and/or the environment. It uses new media and mural arts to engage youth, artists and underserved community members through collaborative art projects. Designed after the entrepreneurial incubator models popular with Silicon Valley start-ups, four American artists travel abroad to four countries for approximately four weeks each to conduct workshops, develop projects, and lead micro grant programs. FY 2013 and FY 2014 funding supported programming in the East Asia Pacific region. It is a public-private partnership.

ARTS IN COLLABORATION - NEXT LEVEL (EST. 2013)

Program Length: 2-3 weeks

Geographic Reach: Bangladesh, Bosnia, El Salvador, Honduras, India, Senegal, Serbia, Tanzania, Thailand, Uganda, Zimbabwe
Female/Male Split: 40%/60%

FY 2013 Actual: $960,000.00	**# of Participants:** 31	**Cost per:** $30,967.74
FY 2014 Actual: $800,000.00	**# of Participants:** 26	**Cost per:** $30,769.23
FY 2015 Planned: $800,000.00		
FY 2016 Request: N/A		

Description: Working in collaboration with the University of North Carolina at Chapel Hill (UNC), Arts in

Collaboration Program aims to encourage civil society development and provide economic and professional development opportunities to youth, underserved audiences. It recruits roughly 20 professional American hip hop artists to visit five-six countries and implement four interrelated Urban Arts Labs on beat/music making, break dance and rapping. Each overseas component lasts for two to three weeks and includes workshops and performances on topics including music production, artists' entrepreneurship and strategies for communicating about social policy and conflict resolution through urban music. Each lab concludes with a final project and public event. Music production equipment remains with the overseas participants to provide continued professional advancement. Six foreign artists also travel to UNC and Washington, D.C. for a two-week professional development program of lectures and workshops on leadership training and entrepreneurship, as well as demonstration opportunities. FY 2013 and FY 2014 funding programs were with the South and Central Asia Bureau (SCA) (with themes addressing gender violence and gender discrimination); the European Bureau (EUR) (with post-Balkan conflict resolution focus); and the Africa Bureau (AF) (with entrepreneurship, youth leadership development focus). FY 2014 funding includes programs with AF, WHA, and EAP.

BIENNALES (EST. 1988)

Program Length: 7-8 months

Geographic Reach: Italy
Female/Male Split: 33%/66%

FY 2013 Actual: $100,000.00 (+$577,000 from private sector) **# of Projects:** 6 **Cost per:** $16,667.00
FY 2014 Actual: $250,000.00 (+$2.5 million from private sector) **# of Projects:** 6 **Cost per:** $41,667.00
FY 2015 Planned: $292,000.00 **# of Projects:** 6 **Cost per:** $48,666.67
FY 2016 Request: N/A

Description: Biennales selects and provides support for U.S. representation at the Venice Art Exhibition Biennale and the Venice Architecture Biennale. The biennale is a high-profile platform projecting American innovation, ingenuity and entrepreneurship as core American values to an influential international audience. FY 2013 funding supported the 2014 Architecture Biennale with U.S. representation arranged by Storefront Art and Architecture, which developed the OfficeUS Exhibition. OfficeUS incorporated U.S. high school and undergraduate students to participate in the exhibition, in addition to running several virtual programs that engaged underserved communities in the United States and in Europe. FY 2014 funding supports the 2015 Venice Art Exhibition. The United States is represented by MIT's List Visual Arts Center and artist Joan Jonas' multi-media installation. ECA partners with the National Endowment of the Arts, which is selecting the U.S. representation for this public-private partnership.

PHASING OUT IN FY 2015 - COMMUNITY ENGAGEMENT THROUGH MURAL ARTS (EST. 2013)

Program Length: 1 month

Geographic Reach: Brazil, Colombia, DRC, Cuba, Honduras, India, Nicaragua, Turkey
Female/Male Split: 75%/25%

FY 2013 Actual: $250,000.00 **# of Projects:** 4 **Cost per:** $17,200.00
FY 2014 Actual: $250,000.00 **# of Projects:** 4 **Cost per:** $17,200.00
FY 2016 Request: N/A

Description: Community Engagement through Mural Arts uses mural arts to engage youth, artists, and underserved community members. Four American artists travel to four different countries for a month to address a local community issue, such as women's empowerment, HIV-AIDS prevention, social inclusion, conflict resolution, and the environment. Murals aim to reach wide audiences and work in-depth with women and underserved youth. The artists also conduct workshops, master classes, talks, public events, and/or other outreach activities while abroad. FY 2013 funding supported projects in Africa and the Western Hemisphere. It is a public\ private partnership and will not be continued in FY 2015.

INTERNATIONAL WRITING PROGRAM (IWP) (EST. 2006)

Program Length: 5-90 days

Geographic Reach: Cuba, Colombia, South Africa, Ukraine, Venezuela
Female/Male Split: 60%/40%

FY 2013 Actual: $520,416.00 **# of Participants:** 117 **Cost per:** $4,448.00
FY 2014 Actual: $500,000.00 **# of Participants:** 100 **Cost per:** $5,000.00
FY 2015 Planned: $680,000.00
FY 2016 Request: N/A

Description: The International Writing Program (IWP) brings U.S. and foreign writers for a residency program at the University of Iowa, which includes public lectures, round-table discussions, readings on selected strategic countries and topics. It also includes distance-learning courses on women's empowerment with writers in Iraq; conflict resolution with writers in Armenia and Turkey; and disability awareness with writers in China. The program also supports the implementation of two Massive Open Online Courses (MOOCs) on creative writing and creative writing workshops in remote and underserved communities in priority countries including Iraq, Sudan and South Sudan. It is a public private partnership with the University of Iowa's International Writing Program.

IWP BETWEEN THE LINES – THE WRITING EXPERIENCE (BTL) (EST. 2008)

Program Length: 2 weeks Avg. Cost per Day: ~$563.91 (2014)

Geographic Reach: Armenia, Arabic-speaking countries, Russia, Turkey
Female/Male Split: 70%/30%

FY 2013 Actual: $199,584.00 **# of Participants:** 32 **Cost per:** $6,237.00
FY 2014 Actual: $300,000.00 **# of Participants:** 38 **Cost per:** $7,894.74
FY 2015 Planned: $120,000.00
FY 2016 Request: N/A

Description: IWP Between The Lines - The Writing Experience (BTL) selects twelve young Arabic speaking writers and four teachers/chaperones participate in a two-week summer residency program focusing on creative writing. There is an additional summer residency program for young Russian writers. IWP also works with the young writers to establish an ongoing network and web-based resource center for students. It is a public-private partnership in conjunction with the International Writing Program (IWP) at the University of Iowa.

CENTER STAGE (EST. 2010)

Program Length: 1 Month Avg. Cost per Day: ~$628.93 (2014)

Geographic Reach: Algeria, Haiti, Indonesia, Morocco, Pakistan, Tanzania, Vietnam
Female/Male Split: 70%/30%

FY 2014 Actual: $1,000,000.00 **# of Performers:** 53 **Cost per:** $18,867.92
FY 2015 Planned: $0.00
FY 2016 Request: N/A

Description: Center Stage invites performing artists from high priority countries to the United States to perform and conduct engagement activities. They tour cities and take part in community engagement activities, such as performances, workshops, discussions, artist-to-artist exchanges, and community gatherings. Performing ensembles have included musicians from Pakistan, Indonesia, Haiti, Morocco, Pakistan and Vietnam. It is a public private partnership. The next funding cycle will be in FY 2016.

ONEBEAT (EST. 2011)

Program Length: 1 month Avg. Cost per Day: ~$700.00 (2013)

Geographic Reach: Armenia, Azerbaijan, Bangladesh, Boliva, Brazil, Burma, Cambodia, China, Colombia, Cuba, Cyprus, Czech Republic, the Democratic Republic of Congo, Denmark, Dominican Republic, Egypt, Fiji, Haiti, Honduras, Hong Kong, Hungary, India, Indonesia, Israel, Iraq, Jamaica, Jordan, Kazakhstan, Kenya, Kosovo, Kyrgyzstan, Lebanon, Malaysia, Morocco, Mozambique, Nigeria, Norway, Pakistan, Palestinian Territories, Panama, Philippines, Russia, Senegal, Serbia, Sri Lanka, South Africa, South Korea, Taiwan, Tunisia, Turkey, Ukraine, United States, Venezuela, Vietnam, Zimbabwe
Female/Male Split: 44%/56%

FY 2013 Actual: $1,050,000.00 **# of Performers:** 50 **Cost per:** $21,000.00
FY 2014 Actual: $0.00
FY 2015 Planned: $1,300,000.00
FY 2016 Request: N/A

Description: OneBeat brings accomplished foreign musicians to the United States to work with their American counterparts to compose new music, create recordings and videos, and develop practices of music as civic engagement. OneBeat has a U.S.-based month-long program consisting of a residency and tour. During the residency, participants form small collaborative ensembles that improvise, compose and record original work, and prepare for performances and educational workshops. The groups then tour cities within the United States to perform the music they have developed during the residency, work with local musicians, and conduct social outreach workshops with local youth. Musicians from approximately 40 countries are determined biennially in consultation with regional bureaus and are eligible to apply in an open application process. It is a public-private partnership. The program is funded every other year so the next round of funding will be in FY 2015.

Two Way, Short-Term Program

MUSEUMS CONNECT (EST. 2007)

Program Length: 1 year

Geographic Reach: Colombia, Honduras, Iceland, India, Jamaica, Kenya, Mexico, Mongolia, Morocco, Romania, Singapore, Ukraine
Female/Male Split: 60%/40%

FY 2013 Actual: $1,050,000.00 **# of Projects:** 115 **Cost per:** $9,130.43
FY 2014 Actual: $920,000.00 **# of Projects:** 90 **Cost per:** $10,222.22
FY 2015 Planned: $828,000.00
FY 2016 Request: N/A

Description: This program connects international and American museums to partner on projects on issues of global concern that involve their communities. It is a public-private partnership.

SPORTSUNITED DIVISION

FY13 Actual – $5.4 million, Participants – 527, Cost per participant – $10,246.68
FY14 Actual – $3.7 million, Participants – 592, Cost per participant – $6,378.59
FY15 Planned – $5.54 million

SportsUnited programs aim to leverage the universal passion for sports to bring people together and attempt to transcend linguistic and sociocultural differences. The goal is to teach leadership, teamwork, and communication skills that help young people succeed. The use of sports as a platform allows ECA to reach out to disadvantaged communities and exposes foreign participants to American culture while providing them with an opportunity to establish links with U.S. sports professionals and peers. In turn, Americans can learn about foreign cultures and the challenges young people face overseas. SportsUnited programs incorporate both short-term and month long in bound exchange programs through

the visitor and mentorship programs, short-term outbound exchanges through the envoy program, as well as two-way exchanges through our grant programs. Four sports programs define SportsUnited's sports diplomacy work: the Sports Envoy program, the Sports Visitors program, the Empowering Women and Girls Through Sports Initiative, and the International Sports Programming Initiative (ISPI).

SPORTS ENVOY PROGRAM (EST. 2005)

Program Length: 3-10 days | Avg. Cost per Day: ~$293.95 (2014)

Geographic Reach: Bolivia, Brazil, Benin, Bulgaria, Canada, Colombia, Chile, Guatemala, Indonesia, Italy, Kazakhstan, Lithuania, Malaysia, Moldova, Morocco, New Zealand, Panama, Papua New Guinea, Poland, Russia, Saudi Arabia, Thailand, Venezuela
Female/Male Split: 60%/40%

FY 2013 Actual: $298,276.00 | **# of Participants:** 14 | **Cost per:** $21,305.43
FY 2014 Actual: $575,106.00 | **# of Participants:** 43 | **Cost per:** $13,374.56
FY 2015 Planned: $630,000.00
FY 2016 Request: N/A

Description: The Sports Envoy Program, with the national sports leagues and the U.S. Olympic Committee, selects athletes and coaches in various sports to serve as envoys or ambassadors of sport in overseas programs that include conducting clinics, visiting schools, and speaking to youth. The American athletes and coaches conduct drills and team building activities, as well as engage the youth in a dialogue on the importance of an education, positive health practices, and respect for diversity. Since 2005, ECA has sent approximately more than 300 U.S. athletes and coaches to 85 countries. Envoys are not paid.

INTERNATIONAL SPORTS PROGRAMMING INITIATIVE (EST. 2002)

Program Length: 2 to 3 Weeks | Avg. Cost per Day: ~$393.96 (2014)

Geographic Reach: Australia, Colombia, El Salvador, Georgia, Israel, Nicaragua, South Africa, Thailand, and Palestinian Territories
Female/Male Split: 50%/50%

FY 2013 Actual: $2,224,000.00 | **# of Participants:** 303 | **Cost per:** $7,339.93
FY 2014 Actual: $1,669,000.00 | **# of Participants:** 229 | **Cost per:** $7,288.21
FY 2015 Planned: $1,700,000.00
FY 2016 Request: N/A

Description: Through the International Sports Programming Initiative (ISPI), an annual open grant competition, ECA seeks proposals from public and private non-profit institutions that enhance and improve the infrastructure of youth sports programs. The programs focus on non-elite boys and girls and address the following themes: sport for social change, sport and disabilities, and sport and health. Since 2002, the State Department has awarded 104 sports grants to U.S. non-profit institutions to conduct programs in 62 countries around the world. There have been 730 Americans that have travelled overseas and 1271 foreign participants that have travelled to the United States under ISPI.

SPORTS VISITOR PROGRAM (EST. 2003)

Program Length: 10-14 days | Avg. Cost per Day: ~$244.55 (2014)

Geographic Reach: Australia, Belarus, Benin, Brazil, Burkina Faso, Cameroon, China, Croatia, Cote d'Ivoire, Egypt, Georgia, Israel, Lithuania, Mali, Pakistan, Poland, South Korea, South Sudan, Sudan, Tanzania, Turkmenistan, Ukraine
Female/Male Split: 50%/50%

FY 2013 Actual: $1,230,000.00 | **# of Participants:** 115 | **Cost per:** $10,695.65
FY 2014 Actual: $868,639.00 | **# of Participants:** 296 | **Cost per:** $2,934.59
FY 2015 Planned: $630,000.00
FY 2016 Request: N/A

Description: Through the Sports Visitor Program, U.S. embassies nominate non-elite youth athletes, managers, and coaches to travel to the United States for training in the technical aspects of sports, sports management, and conflict resolution, as well as exposure to valuable U.S. sports contacts. When they return home, the visitors are encouraged to conduct in-country clinics for youth with their newly learned skills. Since 2003, the U.S. has brought more than 1,400 young athletes from more than 80 countries to the United States on the program.

EMPOWERING WOMEN AND GIRLS THROUGH SPORTS INITIATIVE (EST. 2012)

Program Length: Envoys: 4-14 Days, Visitors: 12-14 Days, Mentoring Program with espnW: 1 Month

Geographic Reach: Belarus, Canada, Colombia, Egypt, Fiji, France, Georgia, India, Indonesia, Jordan, Kenya, Kuwait, Lithuania, Mexico, New Zealand, Pakistan, Poland, Qatar, Russia, Tajikistan, Ukraine, Venezuela, Vietnam
Female/Male Split: 95%/5%

FY 2013 Actual: $1,200,000.00 **# of Participants:** 95 **Cost per:** $12,631.58
FY 2014 Actual: $907,500.00 **# of Participants:** 93 **Cost per:** $9,758.06
FY 2015 Planned: $1,030,000.00
FY 2016 Request: $0.00*
*In FY 2016, the Mentoring Program with espnW will be merged with the Sport for Community Program and the Empowering Women and Girls through Sports exchanges will be incorporated with the SportsUnited exchanges.

Description: The Empowering Women and Girls through Sports Initiative aims to inspire more women and girls to become involved in sports and experience the benefits of participation such as improved health, greater self-esteem, and greater academic success. The initiative consists of three exchange components: sports visitor, sports envoy, and sports mentorship. espnW partners with SportsUnited on the mentorship component of the program, building off the successful models of the Fortune Most Powerful Women/State Department Global Mentoring Program and TechWomen. Additionally, ECA has convened key women in the American sports world such as athletes, coaches, managers, and sports administrators to serve on the U.S. Department of State's Council on Empowering Women and Girls through Sports. The 17 Council members serve as advocates, mentors, and envoys for the initiative. Since 2012, more than 156 female youth athletes or coaches from more than 19 countries have come to the United States through the Visitors program, 50 female emerging leaders from 36 different countries have been hosted through the Global Sports Mentoring Program, and over 35 female U.S. athletes and coaches have provided workshops to over 19 countries. Envoys are not paid.

SPORT FOR COMMUNITY (EST. 2014)

Program Length: 5 weeks Avg. Cost per Day: ~$423.28 (2014)

Geographic Reach: Brazil
Female/Male Split: 40%/60%

FY 2014 Actual: $400,000.00 **# of Participants:** 27 **Cost per:** $14,814.81
FY 2015 Planned: $0.00
FY 2016 Request: $0.00*
*Being combined with other Sports Programs in FY16

Description: Sport for Community translates the energy generated from mega-sporting events, like the World Cup, Olympics, and Paralympics, into positive results for local communities and sport-based youth development leaders. The program pairs Brazilian Emerging Leaders with representatives from private and non-profit sport-based organizations for a month long mentorship experience in the United States. A selection of mentors will travel to Brazil for a reciprocal visit with their mentee to support projects generated through the mentorship. The exchange supports sport-based youth development leaders overseas to cultivate their management and entrepreneurial projects which, in turn, increases sports opportunities in the sports media, business, NGO, and education areas for youth and disadvantaged communities.

INTERNATIONAL VISITOR LEADERSHIP PROGRAM (IVLP)

FY13 Actual – $90.5 million
FY14 Actual – $91.0 million, Participants – 4,667, Cost per participant – $21,500.00*
FY15 Planned – $89.7 million, Participants – ~4,900, Cost per participant – $22,500.00*
FY16 Request - $87.7 Million
*Varies greatly depending on a participant's region and length of project.

International Visitor Leadership Program (IVLP) facilitates short-term visits to the United States lasting up to three weeks, for current and emerging foreign leaders in a variety of fields to experience the United States firsthand and cultivate relationships with their American counterparts. Participants are nominated and selected by the staff at U.S. embassies worldwide. The projects provide opportunities for participants to explore issues in the U.S. context, meet with their American professional counterparts, and experience U.S. society and values. Professional meetings reflect the participants' professional interests and support the foreign policy goals of the United States. Participants meet with the private sector and members of civil society, as well as with staff of relevant federal agencies. It utilizes public-private partnerships for cost-sharing on a project by project basis. ECA works with a network of 47,000 volunteer citizens across the country who host exchange participants and connect them to Americans in their schools, their communities and their homes. For distinguished IVLP alumni, the IVLP program began offering "Gold Star Projects" in 2011. In FY 2015 there are 6 Gold Star Projects.

IVLP DIVISION (FORMERLY KNOWN AS THE REGIONAL PROGRAMS DIVISION) (EST. 1940)

Program Length: 2-3 Weeks Avg. Cost per Day: $1,137.98 (Depending on Duration) (2014)

Geographic Reach: Global
Female/Male Split: N/A

FY 2014 Actual: $80,150,000.00 **# of Participants:** 3,728 **Cost per:** $21,499.46
FY 2015 Planned: $80,000,000.00 **# of Participants:** 3,800 **Cost per:** $21,621.62
FY 2016 Request: N/A

Description: This division conducts more than 500 projects annually, ranging from individual projects to multi-participant projects for a single country, geographic region, or multiple regions. Participants examine issues that nominating missions and State Department bureaus have identified as important to bilateral, regional, or global foreign policy priorities. The Division also conducts special initiatives such as the Edward R. Murrow Program for Journalists, which brings to the United States approximately 100 global media professionals to examine journalistic practices. Projects are two to three weeks in length and include visits to Washington, D.C., and two to four additional cities. Participants meet with Americans from both the private and public sectors representing a broad range of perspectives. Projects are conducted in English or in a regional or local language and cover a wide variety of topics such as U.S. foreign policy formulation, rule of law, transparency in government, counter-terrorism, interfaith relations, entrepreneurship, youth development, women's empowerment, education, and independent and responsible media.

IVLP ON DEMAND DIVISION (FORMERLY THE VOLUNTARY VISITORS DIVISION) (EST. 1949)

Program Length: 2-3 weeks Avg. Cost per Day: $432.32 (2014)

Geographic Reach: Global
Female/Male Split: N/A

FY 2014 Actual: $7,510,000.00 **# of Participants:** 939 **Cost per:** $7,997.87
FY 2015 Planned: $7,500,000.00 **# of Participants:** 1,100 **Cost per:** $8,333.33
FY 2016 Request: N/A

Description: The IVLP On Demand Division offers rapid response IVLP projects that can be turned around quickly to address newly emerging policies, geopolitical opportunities and pressing foreign policy needs. Historically a "target of opportunity" program for contacts already traveling to the United States, IVLP On Demand also allows embassies to nominate projects in response to rapidly changing situations. Participants are selected by U.S. embassies to meet and confer with their professional counterparts –both in Washington, D.C. and throughout the United States -- and to obtain exposure to U.S. cultural, social and political life. IVLP On Demand projects may be nominated at any time of year as they are not tied to the annual IVLP selection process. The projects are generally

limited to a 10-day maximum for up to 10 participants. No IVLP funds are provided for international travel for IVLP On Demand participants. Instead, travel is cost-shared by the participants, their employers or home governments, or other U.S. government sources if funds are determined to be legally available.

GERMANY: CONGRESS-BUNDESTAG STAFF EXCHANGE (EST. 1983)

Program Length: 8-14 days | Avg. Cost per Day: ~$727.27 (2014)

Geographic Reach: Germany
Female/Male Split: N/A

FY 2013 Actual: $80,000.00	**# of Participants:** 10	**Cost per:** $8,000.00
FY 2014 Actual: $80,000.00	**# of Participants:** 10	**Cost per:** $8,000.00
FY 2015 Planned: $80,000.00	**# of Participants:** 10	**Cost per:** $8,000.00
FY 2016 Request: N/A		

Description: The Congress-Bundestag Staff Exchage consists of two phases to help Americans and Germans learn about each other's political institutions and discuss issues of mutual concern. Phase one sends approximately 10 U.S. staff members from the House of Representatives, the Senate, and the Library of Congress to Germany for a two-week program that includes meetings in Berlin with members of the Bundestag, Bundestag party staffers, and representatives of political, business, academic and media institutions. Phase two, which is carried out by IVLP, brings delegation of 10 German staff members to visit the United States for eight days. U.S. funds pay for the American participants' travel to and from German, a cultural allowance for each participant, and travel to Germany. Per diem and other expenses are provided to the American participants by the German government.

Private Sector Exchange

FY13 Actual – $0, FY14 Actual – $0, FY15 Planned – $0, FY16 Request – $0

ECA leverages private sector resources through the Exchange Visitor (J-1) Visa Program (EVP), which encourages private sector organizations and companies to conduct their own exchanges with their own resources. Its purpose is to provide foreign nationals with opportunities to participate in educational and cultural programs in the United States and return home to share their experiences, and to encourage Americans to participate in educational and cultural programs in other countries. ECA/EC's J-1 Exchange Visitor Program management operations are fee-funded from fees collected from Department-designated J-1 Exchange Visitor Program sponsors, as well as DHS transfer funds that are generated by SEVIS fees.

The Deputy Assistant Secretary for Private Sector Exchange designates private-sector, academic, and federal, state and local government entities to be "sponsors" of EVP programs. ECA/EC also regulates and oversees sponsor compliance with EVP regulations, directives, legislation, treaty, and international agreement obligations, and assesses and evaluates visa, immigration, labor, economic, and education developments as they relate to international exchange initiatives. American companies, institutions, and even local governmental bodies, known as "sponsors," develop programs that fit within the 13 privately funded J-visa categories open to privately-funded exchanges. In 2014, more than 275,000 individuals from around 200 countries and territories visited the United States through an ECA-designated sponsor organization. Designated sponsors may conduct both academic and professional Exchange Visitor programs that further the public diplomacy efforts of the U.S. government.

Through the regulations (22 CFR 62), ECA establishes a vision for each program, determines the components that must be included, establishes protections for and responsibilities of participants, and enumerates requirements for each placement. The regulations oversee sponsors, as the sponsor is the responsible party for each placement.

PROGRAM REVIEW: The State Department recently published the Final Rule for Subpart A, which governs the J-1 Exchange Visitor Program. Among other provisions, this rule-making requires that sponsors conduct management reviews on a schedule to be determined by the Department. A management review is a program-specific management audit in a format approved by the Department that is conducted by an independent auditor. The review's purpose is to identify weaknesses in operating procedures at sponsor organizations and to ensure that sponsors meet regulatory requirements in their Exchange Visitor Program Requiring a management review gives the Department an additional tool to assess the extent to which designated sponsors comply with the Exchange Visitor Program regulations. The results of the management reviews are also a tool for individual sponsors to learn about weaknesses in their own program administration and to take remedial actions as needed and appropriate. The Department sent out a draft schedule to the first program sponsors that will conduct a management review for their review and input of the schedule and expects to publish a template for these sponsors to review and provide comments by June 2014.

Total J-Visa FY 2013 Participants Worldwide –	298,389
Total Private Sector J-Visa FY 2013 Participants Worldwide –	276,179
Total J-Visa FY 2014 Participants Worldwide –	317,664
Total Private Sector J-Visa FY 2014 Participants Worldwide –	300,752

TOP 10 COUNTRIES FOR FY 2013 PRIVATE SECTOR EXCHANGE

(All J-1 exchanges, including government funded):

1. China –	31,514 (32,224)
2. Germany –	20,785 (21,415)
3. United Kingdom –	17,817 (18,049)
4. Brazil –	12,243 (13,845)
5. France –	12,045 (12,290)
6. Ireland –	10,876 (10,964)
7. South Korea –	9,127 (9,358)
8. Thailand –	7,811 (7,962)
9. Turkey –	7,004 (7,337)
10. Japan –	6,235 (6,436)

TOP 10 COUNTRIES FOR FY 2014 PRIVATE SECTOR EXCHANGE:

(All J-1 exchanges, including government funded):

1. China –	34,483
2. Brazil –	20,441
3. Germany –	20,366
4. United Kingdom –	18,241
5. France –	12,656
6. Thailand –	9,890
7. Ireland –	9,739
8. South Korea –	8,678
9. Mexico –	7,459
10. Spain –	7,050

TOTAL NUMBER OF J-1 PARTICIPANTS, INCLUDING GOVERNMENT-FUNDED, BY J-VISA PROGRAM

Summer Work/Travel – FY13 - 86,518; FY14 - 90,287

Participants are foreign nationals who are bona fide foreign post-secondary students, who at the time of application are enrolled in and actively pursuing degrees or full-time courses of study at a foreign ministry-recognized post-secondary academic institutions. They engage in seasonal work and travel in the United States for up to four months during the break between academic years.

Student Non-Degree – FY13 - 38,693; FY14 - 44,084

Allows foreign nationals to pursue non-degree programs in the United States at an accredited American university or an institute approved by or acceptable to the post-secondary academic institution where the student is to be enrolled upon completion of the non-degree program.

Research Scholar – FY13 - 32,439; FY14 -34,805

Permits foreign nationals to come to the U.S. to conduct research, observe, or consult in connection with a research project at research institutions, corporate research facilities, museums, libraries, post-secondary accredited academic institutions, or similar types of institutions. Research scholars also may teach or lecture where authorized by the program sponsor. Participants may conduct their program in the United States for a time-period not to exceed five years.

Student Secondary – FY13 - 25,729; FY14 - 25,426

Foreign students may enter the United States to complete up to one year of academic study at an accredited public or private secondary school and live with an American host family or at an accredited boarding school.

Intern – FY13 - 21,937; FY14 - 23,025

Permits foreign college and university students or recent graduates to participate in a structured and guided work-based internship program, gaining exposure to U.S. culture and receiving hands-on experience in U.S. business practices in their chosen occupational field for up to one year.

Short Term Scholar – FY13 - 21,267; FY14 - 21,238

Professors, research scholars, and other individuals with similar education or accomplishments may travel to the United States on short-term visits to lecture, observe, consult, conduct training, or demonstrate special skills at research institutions, museums, libraries, post-secondary accredited academic institutions or similar types of institutions for a period of up to six months.

Camp Counselor - FY13 - 18,889; FY14 - 19,776

Enables post-secondary students, youth workers, and teachers to share their culture and ideas with the people of the United States in camp settings throughout the country.

Au Pair – FY13 - 14,625; FY14 - 16,035

Participants and host families take part in a mutually rewarding, intercultural opportunity. Au pairs can continue their education while experiencing everyday life with an American family, and hosts receive reliable and responsible childcare from individuals who become part of the family.

Trainee – FY13 - 9,157; FY14 - 9,792

Foreign professionals come to the United States for up to 18 months to gain exposure to and receive structured training in U.S. business practices in their chosen occupational field. Unlike the Intern category, participants must have either— 1) A degree or professional certificate from a foreign post-secondary academic institution and at least one year of prior related work experience in their occupational field outside the United States; or 2) Five years of related work experience.

Government Visitor – FY13 - 5,715; FY14 - 4,943

Permits foreign nationals who are influential or distinguished persons selected by U.S. federal, state, or local government agencies to come to the U.S. for the purpose of consulting, observing, training, or demonstrating special skills.

International Visitor – FY13 - 5,299; FY14 - 6,019

Permits foreign nationals who are recognized or potential leaders selected by the State Department to come to the United States for the purpose of consulting, observing, conducting research, training, or demonstrating special skills.

Student Masters - FY13 - 3,827; FY14 - 2,854

Foreign students may pursue Masters' degrees in the United States at accredited American universities.

Student Bachelors – FY13 - 2,965; FY14 - 2,808

Foreign students may pursue Bachelors' degrees in the United States at accredited American universities.

Student Interns - FY13 - 2,921; FY14 - 3,454

Foreign students may fulfill full-time temporary internships conducted by post-secondary accredited academic institutions in the United States.

Alien Physician – FY13 - 2,331; FY14 - 2,393

Foreign physicians may participate in U.S. graduate medical education programs or training at accredited U.S. schools of medicine.

Teacher – FY13 - 1,745; FY14 - 2,148

Foreign nationals are afforded opportunities to teach in primary and secondary educational institutions in the United States for up to three years.

Student Doctorate – FY13 - 1,568; FY14 - N/A

Foreign students may pursue their doctoral degrees in the United States at American universities.

Professor – FY13 - 1,310; FY14 - 1,284

Promotes the exchange of ideas, research, mutual enrichment, and linkages between research and academic institutions in the United States and foreign countries. Participants may conduct their program in the United States for a time-period not to exceed five years.

Specialist – FY13 - 1,259; FY14 - 1,088

Experts in a field of specialized knowledge or skills provide opportunities to increase the exchange of ideas with American counterparts. Specialists must be experts in a field of specialized knowledge or skill and may conduct their program in the United States for a time-period not to exceed one year.

Student Associate – FY13 - 195; FY14 - N/A

Foreign students may pursue their Associate degrees in the United States at accredited American universities.

ECA ORGANIZATIONAL CHART

WASHINGTON-DIRECTED ACTIVITIES

Bureau of International Information Programs (IIP)

Award Ceremony for USAID Student Video Contest .
American Center, Hanoi, July 24, 2015. Photo: USAID/Vietnam

Bureau of International Information Programs (IIP)

FY14 Actual - $48.09 million*; FY15 Planned - $67.00 million; FY16 Request - $69.59 million
Note: Does not include $16.7 million in FY14 funding for support to American Spaces. Funds were executed by the Regional Bureaus.

The mission of the Bureau of International Information Programs (IIP) is to "provide the State Department's worldwide public diplomacy platform and to partner with policy experts and missions abroad to design and develop products and programs that engage international audiences to advance U.S. foreign policy." It produces digital-first multi-media content in English and multiple foreign languages (currently Arabic, Chinese, French, Persian, Portuguese, Russian, Spanish, and Urdu) that promotes U.S. foreign policy priorities; supports more than 700 American Spaces abroad; recruits and programs hundreds of American experts to speak on U.S. foreign policy issues with overseas audiences; and manages the infrastructure for the global network of U.S. embassy and consulate websites.

The bureau was created in 1999 after the merger between the U.S. Information Agency and the U.S. Department of State. Its programs are guided by a Bureau Strategic Plan that is based on global engagement directives from the President and the National Security Council; the Department of State Quadrennial Diplomacy and Development Review (QDDR); and the Strategic Plan of the Undersecretary of State for Public Diplomacy.

FISCAL YEAR 2014

FY14 Actual - $48.09 million; FY15 Planned - $67.00 million; FY16 Request - $69.59 million

At the end of FY 2014, IIP realigned into three core competencies: programs, products and platforms. This restructuring will be reflected in the FY 2015 report. The objective is to create a "digital-first" approach to public diplomacy to reach audiences that increasingly rely on digital communications. The Office of Policy, Outreach and Governance oversees IIP's strategic planning process. IIP's work supports foreign policy goals and objectives, in coordination with NSC leadership, the State Department, and the Under Secretary for Public Diplomacy and Public Affairs. In FY 2015, it planned for $67.00 million for operations. Of that amount, $11.79 million went toward executive direction, with the remaining $55.21 million dispersed among programs, products and platforms. In FY 2016, IIP has requested $69.59 million for operations. Of that amount, $12.08 million is going toward executive direction, with the remaining $57.51 million being dispersed among programs, products and platforms.

PROGRAMS

FY15 Planned – $7.55 million; FY16 Request – $7.60 million

Programs works with policy experts across the State Department to design and execute data-driven public diplomacy engagement campaigns that engage foreign audiences abroad to advance U.S. foreign policy goals. This includes global and regional campaigns, in addition to country-specific initiatives and is informed by audience research and performance analysis. The group has three key offices:

- **Office of Public Engagement** works with policy experts in the department's regional and functional bureaus to identify key foreign policy objectives that might be advanced by building public support for U.S. positions among foreign populations. Working with IIP's analytics team, the office identifies receptive and influential audiences that can help build support for U.S. positions within their communities and ultimately among government decision makers. The office identifies appropriate engagement tactics and draws upon the full array of IIP products and services to build and activate these networks of supporters.
- **Office of Regional Engagement** works with regional and functional bureaus in Washington and with posts abroad to develop public diplomacy strategies that use IIP tools to advance key global and regional priorities. It also provides training on IIP products and programs to posts that allows them to effectively implement these strategies in the field, using the most up-to-date technology and digital tools. In addition, the office runs the department's social media support and strategy helpdesk and is the lead on implementing the department-wide rollout of a

social media management tool to all posts and bureaus. Last, the office runs and operates the department's TechCamp program, designing and delivering two-day, interactive workshops that connect civil society groups with technology experts to create real-world solutions to policy issues.

- **Office of Analytics** specializes in the analysis of social media data to provide insights into the narratives and content driving digital discussions, while assisting colleagues in the optimization of their own social media engagement. IIP's analytics team also analyzes commercial and open source data on the interests, attitudes and information consumption habits of audiences across the globe to inform the development of IIP public engagement campaigns and global products. The office measures program and campaign performance to determine their effectiveness in meeting stated objectives and to inform tactical adjustments. It also supports digital platform initiatives such as ShareAmerica and the embassy website modernization project, collaborating with colleagues to provide data and analysis that inform their decisions and improve communications.

OFFICE OF PUBLIC ENGAGEMENT

The Office of Public Engagement pursues two interrelated lines of effort—building digital networks of engaged foreign citizens and activating foreign communities of interest in support of specific U.S. policy goals.

The office builds and maintains digital networks among strategically important groups to serve as potential champions on issues of importance to the U.S. government. As an example, the office has built the 140,000-person Young African Leaders Network (YALI Network). In 2013, the President established the Mandela Washington Fellowship Program under the Young African Leaders Initiative (YALI), to offer U.S. travel and study fellowships to 500 young Africans each year. Interest in the program was overwhelming, attracting 50,000 applications in the first year alone. IIP recognized in this applicant pool the opportunity to establish sustained digital engagement with thousands of young Africans who had expressed an interest in connecting with the United States but would not be able to participate in the flagship fellowship program. IIP created YALI Network to continue nurturing relations with these motivated and positively disposed young people in this strategically important region of the world. IIP provides network members online training resources and opportunities to engage with American political, business and civil society leaders through web-based programs. IIP also works with U.S. embassy staff to offer members offline networking and skills-building activities in IIP's American Spaces located throughout Africa. As IIP coordinates with AF on policy priorities for the region, the office uses the network to build popular support for U.S. positions.

The Office of Public Engagement's second line of effort is conceiving and executing public engagement campaigns designed to build foreign public support for specific U.S. policy goals. IIP campaigns are highly focused, time-limited efforts created in collaboration with one or more of the State Department's policy bureaus and designed to achieve a specific, measurable outcome in support of one of the department's policy goals. The office draws upon IIP's capabilities in audience research, performance analysis, website development, design, strategic communications, digital content production, translation, digital engagement and expert speaker recruitment to identify and engage audiences that can influence their communities and decision makers in favor of U.S. positions.

As an example, IIP worked with the department's Economics Bureau in the summer and fall of 2014 to execute a campaign in support of the multistakeholder model of Internet governance. In advance of the International Telecommunication Union's (ITU) Plenipotentiary in November 2014, department negotiators charged with protecting the current multistakeholder model of Internet governance looked to shore up support for the U.S. position among key potential allies who were viewed as being on the fence. IIP worked with EB to identify priority countries and constructed a campaign to engage digitally savvy communities within those countries about the value of a free and open Internet. IIP created a website, social media and email presence to build a network of supporters and provided those individuals shareable content on the value of multistakeholder governance in ensuring the Internet remains a tool for education, commerce, economic development, free exchange of ideas and innovation. IIP encouraged network members to advocate for an open Internet within their communities and provided them with tools to do so. Ultimately the U.S. position met with broad support at the ITU, including from nations specifically targeted by the campaign.

Other campaigns IIP is currently pursuing focus on creating support for climate action in advance of the 2015 Paris Climate Conference, also known as COP 21; building support for Ukraine's sovereignty in the face of Russian intervention; and increasing the number of students from the Western Hemisphere studying in the United States in support of the President's 100,000 Strong in the America's initiative.

OFFICE OF REGIONAL ENGAGEMENT

Regional Functional Strategy: In coordination with the Public Affairs Bureau (PA) and the Educational and Cultural Affairs Bureau (ECA), IIP's regional and func-

tional policy officers work with the State Department's Regional and Functional bureaus, as well as special offices and envoys, to develop strategies that advance their public diplomacy policy objectives. In conjunction with posts and the Bureau of Intelligence and Research's Office of Opinion Research (INR/OPN), policy officers identify key insights about target audiences and behavioral objectives for those audiences. They then work with other offices in IIP to develop content and delivery plans for the messaging. In close coordination with regional bureaus, policy officers ensure that PD programs and products are deployed to the field in an effective way. Finally, together with the Office of Analytics, functional and regional policy officers measure the impact of the PD tools and report back to the regional and functional bureaus on this impact.

Digital Support and Training: IIP's Digital Support and Training team assists posts with building their in-house capacity by designing and delivering in-person, virtual, and embedded training programs focused on the full range of IIP products, programs, and platforms. Digital Support and Training works closely with all IIP offices and teams under a holistic approach to its external training efforts and contributes expertise and trainers to multiple projects and efforts, including support for regional bureau social media coordinators. Throughout 2015, the team has run all iterations of the new Digital-First Course with American Spaces, training more than 100 Foreign Service Officers (FSOs), locally employed staff (LES) and American Spaces partner coordinators in all regions. Other examples include training series with the Office of Public Engagement for the CampusUSA campaign; an integrated contact and email tool with Office of Digital; an upcoming analytics virtual training series with the Office of Analytics; and a months-long social media training series with the Bureau of South and Central Asian Affairs (SCA).

The team operates the State Department's social media support and strategy helpdesk and leads the department-wide rollout of the Hootsuite Enterprise, a social media management tool that allows increased messaging flexibility and accountability across multiple digital platforms and provides integrated analytics and data for better social media reporting and assessment of effectiveness. The Digital Support and Training team also manages the Social Media Hub, the department's one-stop shop for social media resources and strategy materials. The hub provides instructions and tips on most major platforms, including Facebook, Twitter, Hootsuite, and YouTube. The site also aims to help social media managers stay current with State Department policies and industry best practices.

Another important element of the Digital Support and Training team is the TechCamp program, which moved to IIP from IRM in April 2015 in an effort to tie it more closely with Public Diplomacy's strategic priorities. TechCamps are two-day interactive workshops that link civil society representatives with technology experts to explore solutions to real-world challenges. They engage and empower journalists, entrepreneurs and government representatives, training them in the use of low-cost, easy-to-implement technological tools and concepts to make them more effective in the work they do. Since its creation in 2010, more than 40 TechCamps have been completed all over the world, reaching an estimated 2,300 civil society organizations and technology groups from 110 countries.

Under IIP, TechCamps now are directly tied to public diplomacy's highest priorities, identified by Under Secretary Stenge asl: 1) supporting and defending civil society, 2) improving communication and digital literacy, and 3) countering violent extremism. With resources from the Under Secretary, IIP funds 10 to 12 TechCamps each year, with four to six reserved for rapid-response, high-priority projects and the remaining six to eight prioritized for the regions. Despite still being in the process of creating and staffing the new TechCamp team and creating the program's first-ever strategic plan, IIP will complete seven fully funded TechCamps in 2015, including events in Latvia, India, Niger, Sweden, Tunisia, South Africa and Ukraine. IIP provides consultative support and, in limited amounts, some funding for post-led, post-funded TechCamps. For instance, the U.S. embassy in Port-au-Prince, Haiti will run a post-led TechCamp in October 2015 under this type of IIP assistance. All program participants, whether in IIP-funded or post-funded programs, will become part of a TechCamp network that offers substantive follow-on projects and activities.

OFFICE OF ANALYTICS

To build and measure effective communication strategies, IIP is enhancing the way it uses data in developing products and programs. The analytics team is integrating data analysis into all IIP communications initiatives and collaborating with colleagues to identify and better understand key audiences and conversations online, and refine communications efforts through iterative processes—cycles of collecting data, analyzing it, making adjustments, and improving communications.

The office provides a number of analytics products across IIP, including:

- **Measurement and strategic planning**: At the early stages of a campaign or product, the Office of Analytics provides consultation on aligning measurement strategies with strategic goals. For example, the Embassy Website Modernization Project team has coordinated with the Analytics team to ensure they are measuring users' completion of key tasks and engagement with PD content, and that such reporting will be available to drive future design decisions.
- **Short-term social media analysis**: Following

major events like the completion of nuclear negotiations with Iran or the restoration of diplomatic relations with Cuba, the Office of Analytics produces daily overviews of the social media conversation about these topics. This helps IIP understand how the conversation is unfolding among audiences abroad, and informs future efforts as well as provides strategic advice to other customers across the department.

- **Standardized campaign reporting**: For long-term initiatives and products, like ShareAmerica, the Analytics team works closely with product and content owners to develop comprehensive interactive KPI dashboards. Analytics also designates an analyst to serve as the campaign lead for each IIP-led campaign to leverage the team's skills and capabilities to provide actionable insights to improve campaign content and performance. In addition, the team finds innovative ways to distribute key reports throughout the organization, such as setting up a channel on Slack, an internal collaboration tool, that automatically alerts users when a particular piece of web or social content outperforms benchmarks. The team is also building a web platform to house its reporting and provide real-time data on the performance of IIP content across the department's digital properties. These assets provide a powerful real-time view of what content is succeeding across different regions, topics, audiences, and platforms.

Given this wide array of services and growing demand across the bureau and the department, the Office of Analytics is currently looking to augment its workforce with additional personnel and competencies. Analytics also plans to take advantage of an IIP-wide blanket purchase agreement (BPA) that will make state-of-the-art expertise in marketing and digital measurement available to the bureau and department.

PRODUCTS

FY 2015 Planned – $11.78 million; FY 2016 Request – $11.97 million

Products creates digital-first multimedia content in English and eight other languages that aims to advance U.S. foreign policy objectives with key international audiences in close collaboration with the Programs and Platforms teams. The new web platform ShareAmerica is the bureau's initial step in this effort.

- **Office of Editorial Content** creates and curates content in English that support U.S. foreign policy priorities and the work of U.S. embassies and consulates, task forces, campaigns, bureau social media properties and feeds, speaker and specialist programs, and American Spaces.
- **Office of Language Resources** maximizes the accessibility and reach of IIP content worldwide by translating and adapting the bureau's English content into eight foreign languages, in addition to creating and curating original content in the target languages.
- **Office of Video** creates video and other multimedia content that provides context and fuels conversations around policy priorities.
- **Office of the U.S. Speaker Program** recruits American experts on issues tied to U.S. foreign policy priorities and works with U.S. embassies and consulates to connect the speakers with international audiences, both in person and through virtual platforms.

OFFICE OF EDITORIAL CONTENT

In FY 2015, IIP launched a new platform, ShareAmerica, for distributing digital-first content for use by U.S. missions abroad and by Department of State offices with their foreign social media networks, and for broader sharing with secondary and tertiary networks. The content is a mix of breaking and evergreen stories that highlight and explain U.S. policy developments and relate directly to U.S. foreign policy objectives. The below box provides a sample of digital media content from FY 2014 and FY 2015 in support of U.S. priorities.

SAMPLE 2014/2015 EDITORIAL CONTENT

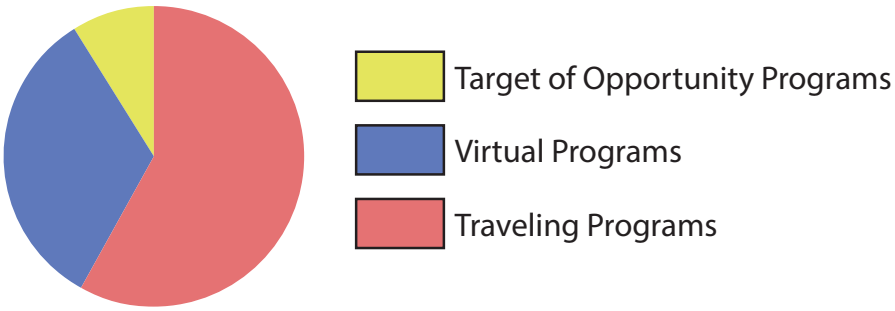
1. **Sept. 24, 2014: Nine brave students stand up to racial segregation…on this day** - A reflection piece on the anniversary of the first day of school for the Little Rock Nine, the first black students to attend Central High School in Little Rock, Arkansas on September 24, 1957. The article provides a historic overview of the history of segregation in Arkansas following Brown v. Board of Education and concluded with a reflection from 2007 by then-governor Mike Beebe, who noted that the students "taught 'a lesson for the ages.'" https://share.america.gov/on-this-day-little-rock-nine/

2. **Sept. 11, 2014: Kerry on ISIL: 'We are uniting the world against a unified threat'** - A short article of Secretary of State John Kerry's visits to the Middle East and Europe. Kerry visited the Middle East to unify an international coalition aimed at defeating and destroying the Islamic State in Iraq and the Levant (ISIL). Kerry emphasized that American leadership is crucial but that the United States could not defeat ISIL alone, as working with allies will ensure ISIL is defeated. https://share.america.gov/kerry-on-isil-uniting-world-against-threat/
3. **Sept. 26, 2014: First TV debate revolutionizes political campaigning…on this day** - A reflection piece on the anniversary of the first televised presidential debate between Kennedy and Nixon. ShareAmerica connected this to televised debates and more informed decision making on the part of voters. It ends with a quote from Larry Sabato (quoted from an article in TIME) discussing how, from then on, candidates were forced to use television as another means of connecting to their audiences. https://share.america.gov/first-televised-presidential-debate/
4. **May 21, 2015: You know English, but will your vocabulary get you through a tough business meeting?** - An article giving non-English speakers a quick guide to decoding common American business-related terms. The article uses pictures then gives a caption of six different terms. It ends with a note about the ShareAmerica materials on American English. https://share.america.gov/english-you-will-need-to-take-care-of-business/

OFFICE OF THE U.S. SPEAKER PROGRAM

The U.S. Speaker Program recruits American experts from the government, academia, and the private sector to travel to posts worldwide for public diplomacy-related speaking engagements. In FY 2014, the average cost of a traveling speaker was $13,900 per person including airfare, a daily $200 honorarium, the standard U.S. government per diem, and a nominal miscellaneous expense allowance to cover costs such as immunizations and taxis. The office also identifies and coordinates public diplomacy speaking opportunities for qualified U.S. speakers, who are already overseas at their own expense, to leverage their in-country presence for programming. The target of opportunity speakres are provided an honorarium and per diem for each day of their official programming. Additionally, the office leverages digital tools to coordinate virtual speaking engagements with audiences overseas. U.S. speakers who participate in virtual programs receive a $200 honorarium and a nominal miscellaneous expense allowance to cover parking or taxis.

FY 2014 U.S. Speaker Breakdown by Type



FY 2014 U.S. Speaker Breakdown by Region

	EAP	EUR	NEA	SCA	AF	WHA	Global	Total
Traveling Programs	45	83	34	35	52	81		330
Virtual Programs	12	44	23	18	52	26	12	187
Target of Opportunity Programs	9	17	4	4	5	11		50
Total Programs	66	144	61	57	109	118	12	567

PLATFORMS

FY 2015 Planned – $35.89 million; FY 2016 Request – $37.94 million

Platforms provides public engagement spaces that prioritize individuals and facilitate long-term relationship building between the United States and foreign citizens.

- **Office of Digital** provides the technology platform and 24-hour worldwide customer service that supports embassy and consulate website operations.
- **Office of Design** establishes the aesthetic, usability and design standards for the bureau; supports the infrastructure for IIP's non-embassy web presence; maintains and operates the bureau's suite of live production studios; and creates engaging interactive programming for global audiences using industry-leading technologies.
- **Office of American Spaces** aims to advance U.S. foreign policy through a worldwide network of physical spaces to engage foreign publics in interactive dialogue.

GLOBAL EMBASSY WEBSITE MODERNIZATION

IIP provides the technology and support for the existing network of 450 U.S. embassy and consulate websites in 64 languages. These public-facing websites receive 150 million visits and over 600 million pageviews each year. In FY 2015 to FY 2016, IIP is modernizing the global infrastructure, design, and usability of these websites to benefit U.S. citizen and foreign visitors, posts, and the department at large. The global embassy website modernization represents a major opportunity to increase public engagement with the department's foreign policy content, and aligns closely with the priorities of senior department leadership. It will involve the migration of all websites to a new open-source content management system that unifies each country mission's embassy and consulate websites onto a single, holistic representation of the U.S. government's relationship with that country. The effort also plans to enhance system flexibility and security, improve user experience, make content more accessible on mobile devices, and increase efficiency for more than 1,000 webmasters in the field.

OFFICE OF AMERICAN SPACES

There are more than 700 American Spaces worldwide, which range from large, U.S. government owned or leased American Centers to smaller American Corners hosted in foreign institutions. In 2011, the Office of American Spaces was created to support and oversee American Spaces worldwide. In 2012, it created five core pillars of programming that are required in order for an American Space to qualify for IIP funding. The pillars are: English language learning, studying in the United States, alumni programming, cultural programs, and information about the United States. In 2012, IIP partnered with the Smithsonian Institution to create the Model American Spaces Program to enhance the design of and programming offered in American Spaces. Over the past three years, the Smithsonian has offered specific design and programming support to 18 American Spaces to enhance visitor experience and functionality. All of the programming resources from the Smithsonian are accessible by all American Spaces. In 2013, IIP created the handbook "Managing American Spaces" to support Public Affairs Officers in managing and programming the platforms.

In 2014, IIP partnered with the six regional bureaus to prioritize limited public diplomacy funding and staffing for those spaces deemed to be the most strategically important American Spaces for U.S. foreign policy. Each regional bureau identified the top 10 most strategic spaces in its region to make the top 60 Tier One Spaces list. The high priority spaces were determined by the importance of having this platform as a public diplomacy tool, as compared to all other public diplomacy tools, in order to accomplish foreign policy goals. In coordination with the regional bureaus, the tier one list will be reviewed every other year to ensure that the list reflects current foreign policy priorities. In FY 2015, roughly 60 percent of IIP's $15 million in support funds for American Spaces will go to the top 60 tier one spaces and remaining 40 percent will go to the tier two spaces.

Increasingly, American Spaces will focus on making the Internet and interactive technology more accessible to key foreign target cohorts, and leveraging the power of digital tools in achieving goals under the five programming pillars. In cases where a restrictive environment limits public diplomacy programming, American Spaces are critical. In some places, American Spaces are the only accessible venue for audiences who seek free access to the internet and interactive dialogue with Americans on issues critical to U.S. foreign policy goals.

In FY 2015, approximately 180 American Spaces staff members worldwide received training in new tools and techniques developed to promote a whole-of-mission approach to engagement with their host countries in support of foreign policy goals. Roughly 65 percent of training participants represented tier one spaces. This state-of-the-art training covered effective management of American Spaces; digital-first concepts

for identifying and engaging with foreign audiences and using analytic data to drive that engagement; and tools for creating bold and imaginative programming that moves the needle on foreign policy priorities. Participants enthusiastically received the new ideas they learned through a combination of lecture and hands-on exercises, resulting in a robust training experience unlike anything we have ever provided for American Spaces personnel.

In FY 2016, IIP will continue to ensure that all tier one spaces have the tools, training, and infrastructure they need to be the most effective platforms possible for policy-focused public diplomacy programming. IIP will also work to increase capacity at tier two spaces, to ensure that American Spaces staff members have the skills needed to manage foreign policy focused venues for engagement.

FY 2014-FY 2016 TOP 60 TIER ONE AMERICAN SPACES BY REGION

Africa:

Cote d'Ivoire, Abidjan, YALI Space (TBD)
Democratic Republic of Congo, Kinshasa, American Corner Limete
Ethiopia, Addis Ababa, Addis American Corner
Kenya (suitable site being identified)
Nigeria, Lagos, YALI Space (suitable site being identified)
Rwanda, Kigali, Kigali American Corner
Senegal, Thies, American Corner Thies
South Africa, Pretoria, American Corner Pretoria
South Africa, Cape Town, USinfo@Central American Corner
Zimbabwe, Bulawayo, National University of Science & Technology

East Asia Pacific:

Burma, Mandalay, Jefferson Center Information Resource Center
Burma, Rangoon, American Center Rangoon
China, Beijing, Beijing American Center
China, Chengdu, Chengdu Information Resource Center
China, Shanghai, Shanghai American Center
China, Shenyang, Shenyang Information Resource Center
Indonesia, Jakarta, @america
Korea, Seoul, American Center Korea
Vietnam, Hanoi, American Center Hanoi
Vietnam, Ho Chi Minh City, American Center Ho Chi Minh City

Europe:

Bosnia and Herzegovina, Mostar, American Corner Mostar
Georgia, Batumi, Batumi American Corner
Germany, Stuttgart, German-American Institute
Greece, Xanthi, Xanthi American Corner
Moldova, Chisinau, American Resource Center
Portugal, Lisbon, Faculty of Science and Technology American Corner
Russia, Moscow, Moscow American Center
Turkey, Gaziantep, Gaziantep American Corner
Ukraine, Kyiv, America House Kyiv
Ukraine, Kharkiv, Kharkiv Window on America Center

Near East Asia Region:

Egypt, Cairo, Information Resource Center
Egypt, Cairo, American Corner Maadi
Israel, West Jerusalem, American Center Jerusalem
Jordan, Amman, American Language Center
Lebanon, Baakleen, American Corner Baakleen
Morocco, Casablanca, Dar America
Palestinian Territories, East Jerusalem, America House Jerusalem
Palestinian Territories, Ramallah, America House Ramallah
Tunisia, Tunis, American Corner Tunis
Algiers, Algeria, Algiers IRC

South and Central Asia:

Bangladesh, Dhaka, Edward M. Kennedy Center
India, New Delhi, American Center New Delhi
Kazakhstan, Almaty, American Corner Almaty
Kyrgyz Republic, Bishkek, Bishkek America Borboru
Maldives, Malyy, American Corner Malyy
Nepal, Kathmandu, Nepal Book Bus
Pakistan, Karachi, Lincoln Learning Center
Sri Lanka, Kandy, Kandy American Corner
Tajikistan, Dushanbe, Dushanbe American Corner
Turkmenistan, Ashgabat, Information Resource Center

Western Hemisphere:

Argentina, Buenos Aires, Instituto Cultural Argentino Norteamericano
Bolivia, Cochabamba, Centro Boliviano Americano Cochabamba
Brazil, Brasilia, Casa Thomas Jefferson
Chile, Santiago, Instituto Chileno Norteamericano
Colombia, Pereira, Centro Colombo Americano
Ecuador, Cuenca, Centro Ecuatoriano Norteamericano Abraham Lincoln
Honduras, San Pedro Sula, Centro Cultural Sampedrano
Mexico, Mexico City, Benjamin Franklin Library
Nicaragua, Managua, Centro Cultural Nicaraguense Norteamericano
Venezuela, Maracaibo, Centro Venezolano Americano del Zulia

FY 2015 AMERICAN SPACES SUPPORT – 20 SPACES WITH HIGHEST FUNDING

(Range: $177,000-$750,000)

1. Ukraine, Kyiv, America House Kyiv
2. Sri Lanka, Kandy, Kandy American Corner
3. Chile, Santiago, Instituto Chileno Norteamericano
4. Korea, Seoul, American Center Korea
5. Democratic Republic of Congo, Kinshasa, American Corner Limete
6. Indonesia, Jakarta, @america
7. Venezuela, Maracaibo, Centro Venezolano Americano del Zulia
8. Morocco, Casablanca, Dar America
9. Germany, Stuttgart, German-American Institute
10. Nicaragua, Managua, Centro Cultural Nicaraguense Norteamericano
11. Ecuador, Cuenca, Centro Ecuatoriano Norteamericano Abraham Lincoln
12. Rwanda, Kigali, Kigali American Corner
13. Nepal, Kathmandu, Nepal Book Bus
14. Turkey, Gaziantep, Gaziantep American Corner
15. South Africa, Cape Town, USinfo@Central American Corner
16. Brazil, Brasilia, Casa Thomas Jefferson
17. Colombia, Pereira, Centro Colombo Americano
18. Pakistan, Karachi, Lincoln Learning Center
19. Georgia, Batumi, Batumi American Corner
20. Vietnam, Ho Chi Minh City, American Center Ho Chi Minh City

FY 2014 AMERICAN SPACES SUPPORT – 10 SPACES WITH HIGHEST FUNDING

(Range: $188,000-$857,000)

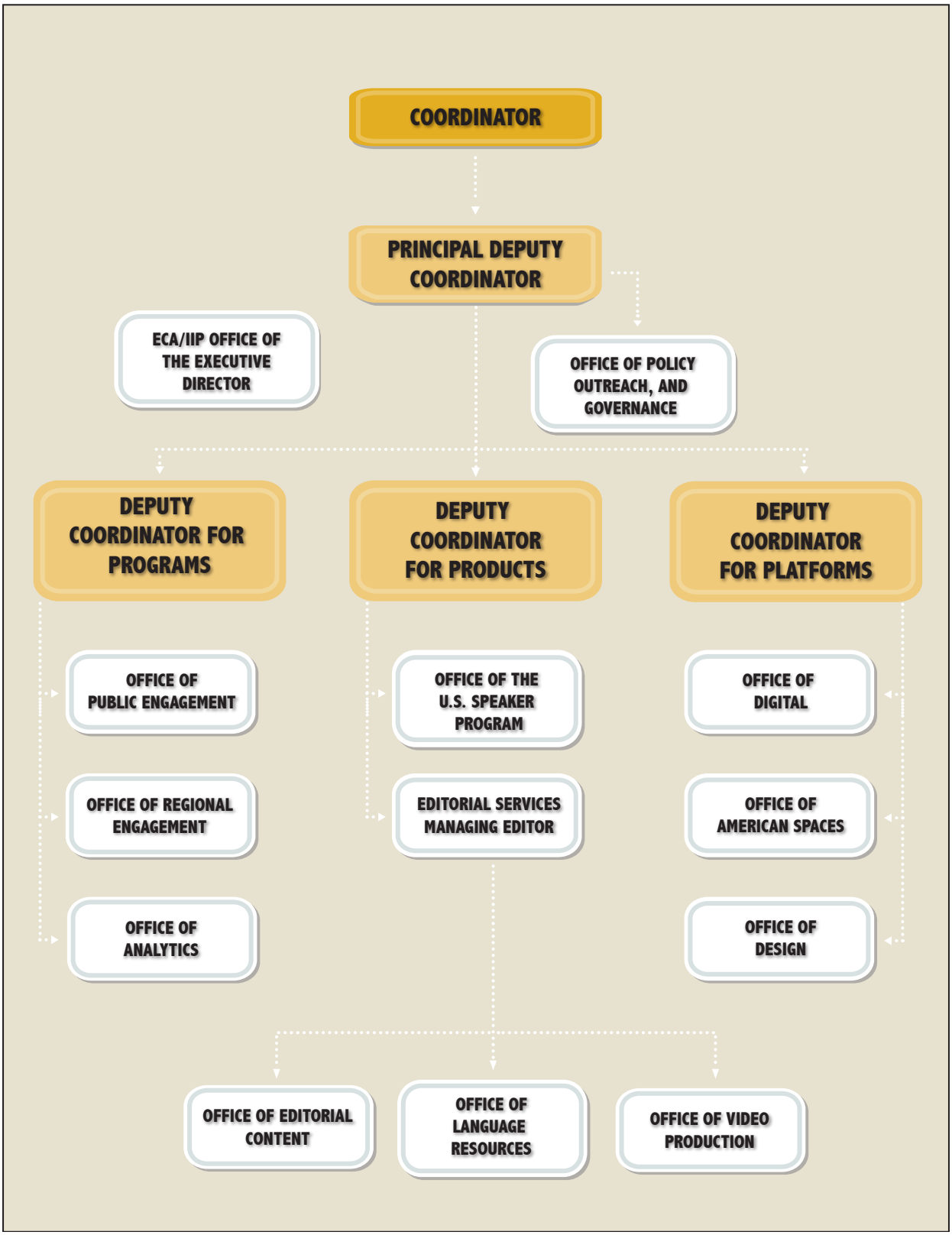
1. Brazil, Brasilia, Casa Thomas Jefferson
2. Jordan, Amman, American Language Center
3. India, New Delhi, American Center New Delhi
4. Argentina, Buenos Aires, Instituto Cultural Argentino Norteamericano
5. Colombia, Pereira, Centro Colombo Americano
6. Vietnam, Ho Chi Minh City, American Center Ho Chi Minh City
7. Kazakhstan, Almaty, American Corner Almaty
8. Mexico, Mexico City, Benjamin Franklin Library
9. Zimbabwe, Bulawayo, National University of Science & Technology
10. Bangladesh, Dhaka, Edward M. Kennedy Center

SMITHSONIAN VISITS TO AMERICAN SPACES – FY 2012- FY 2015

In 2012, IIP and the Smithsonian Institute (SI) created the Model American Spaces Program. Between FY 2012 and FY 2015, project teams comprised of Smithsonian experts and IIP staff made 18 visits to American Spaces worldwide. During these visits, the SI-IIP team developed concept designs to renovate the physical space for a more American "look and feel" and trained staff on content to address key foreign policy issues through more dynamic programming. Upon their return to the U.S., the SI and IIP teams provided follow up coordination and guidance to the American Spaces staff to bring the new design concepts to fruition. ACPD commends this collaboration to ensure that the spaces showcase the best of American culture, innovation and design while providing a positive user experience in strategic locations around the world.

- Democratic Republic of Congo, Kinshasa, American Corner Limete
- South Africa, Pretoria, Mae Jemison U.S. Science Reading Room (American Corner)
- South Africa, Pretoria, American Corner
- South Africa, Cape Town, USinfo@Central American Corner
- Zimbabwe, Bulawayo, National University of Science & Technology
- Korea, Seoul, American Center Korea
- Philippines, Manila, Mobile American Corner
- Vietnam, Ho Chi Minh City, American Center Ho Chi Minh City
- Romania, Bucharest, American Corner at the National Library Bucharest
- Jordan, Amman, American Language Center
- Morocco, Casablanca, Dar America
- Oman, Muscat, American Corner at Muscat Higher College of Technology
- India, New Delhi, American Center New Delhi
- Kyrgyz Republic, Bishkek, Bishkek America Borboru
- Sri Lanka, Kandy, Kandy American Corner
- Brazil, Brasilia, Casa Thomas Jefferson
- Chile, Santiago, Instituto Chileno Norteamericano
- Mexico, Mexico City, Benjamin Franklin Library

IIP ORGANIZATIONAL CHART



WASHINGTON-DIRECTED ACTIVITIES

Bureau of Public Affairs (PA)

Secretary of State John Kerry delivers remarks from Boston and answers questions from the press during the State Department's Daily Press Briefing in Washington, D.C., on June 16, 2015 [State Department Photo/ Public Domain]

Bureau of Public Affairs

FY14 Actual - $6.502 million; FY15 Planned - $6.130 million; FY16 Request - $6.559 million

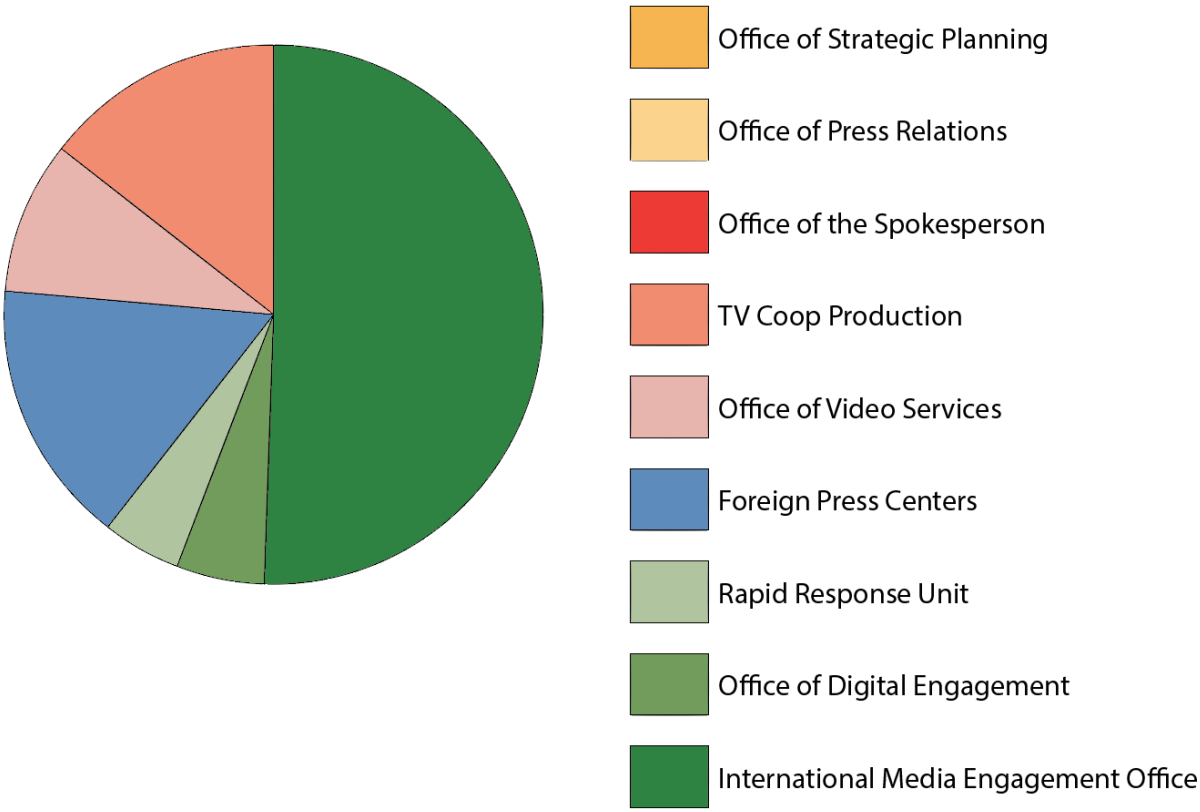
The mission of the Bureau of Public Affairs (PA) is to communicate timely and accurate information to international and domestic media with the goal of advancing U.S. foreign policy goals and national security interests, as well as broadening understanding of American values. To achieve these objectives, PA uses a wide range of media platforms, conducts public outreach, and provides historical perspective through the Office of the Historian. Through proactive interaction with foreign and domestic press, digital engagement, and domestic outreach, PA helps the State Department and the U.S. government be part of policy conversations in a coordinated and strategic way.

To carry out this mission, PA conducts press briefings and facilitates interviews with U.S. government officials for domestic and foreign press; arranges reporting tours and media co-ops to promote depth, accuracy, and balance of foreign reporting of the United States by foreign press; manages the state.gov website and core department social media platforms; provides strategic and tactical communications planning to advance America's foreign policy interests; organizes domestic outreach to explain why U.S. foreign policy is important to Americans; and answers questions for the media and public.

The FY 2014 PD budget for Public Affairs was $6.502 million, the FY 2015 PD budget was $6.130 million, and the FY 2016 PD request was $6.559 million. PA is made up of 241 staff members (205 Civil Servants, 26 Foreign Service Officers, and 10 locally employed staff) plus 25 contractors.

Some of PA's offices do not receive PD funds and have a purely domestic focused public affairs portfolio and have not been included in this report. ACPD reviews eight of the 13 offices within the Public Affairs Bureau: the Office of International Media Engagement, the Office of Digital Engagement, the Rapid Response Unit, the Foreign Press Centers, the Office of Video Services, the Office of the Spokesperson, the Office of Press Relations, and the Office of Strategic Planning.

PA FY 2014 ACTUAL EXPENDITURES



OFFICE OF INTERNATIONAL MEDIA ENGAGEMENT (IME)

FY14 Actual - $3.156 million; FY15 Planned - $3.223 million; FY16 Request - $3.449 million
(IME and 5 regional media hubs)
Origin: 2010 (some hubs pre-date IME)

The Office of International Media Engagement (IME) is focused specifically on informing foreign audiences and advancing U.S. foreign policy priorities through broadcast, print, and digital media in Washington and its five regional media hubs in Brussels, Dubai, Johannesburg, London, and Miami. The Washington office and five field hubs employ 32 staff members whose work with foreign journalists is closely coordinated with department bureaus, embassies, and the interagency.

IME develops and implements strategies and tactics to communicate U.S. foreign policy to diverse foreign audiences and pitches U.S. officials to the foreign press. Its "Live at State" program is a virtual press conference that has connected senior State Department officials with hundreds of journalists around the world. IME and the media hubs facilitate interviews, conference calls, and briefings for U.S. officials with international media. The hubs serve as home to the State Department's Arabic, Spanish, and Portuguese language spokespeople, and administer several of the Department's foreign language Twitter feeds. Hub staff members support the department's outreach efforts at major international summits and events. The hubs also work with the Rapid Response Unit (RRU) and regional bureaus to provide daily media analyses of local reaction to U.S. foreign policy actions and messages as well as regular reports on news media coverage related to major policy priorities. In 2014, IME and the hubs arranged more than 700 media engagements, including over 300 in foreign languages, resulting in more than 875 unique accurate placements of U.S. foreign policy messages in international media.

In FY 2015, in close consultation with the Bureau of East Asian and Pacific Affairs (EAP), PA closed its Media Hub based in Tokyo. The closure reflected the U.S. shift in policy and economic emphasis to Southeast Asia, in addition to the fact that Tokyo was no longer the optimal location to maintain an operation focused on region-wide media engagement. PA is working with EAP to determine where a new hub will be established in Southeast Asia, with a renewed focus on engaging critical target audiences.

OFFICE OF DIGITAL ENGAGEMENT (ODE)

FY14 Actual - $324,613; FY15 Planned - $680,216; FY16 Request - $727,831
Origin: 2011

The Office of Digital Engagement (ODE) maintains the State Department's core social media properties and communicates U.S. foreign policy through direct engagement with audiences on digital platforms. Its 18 staff members create, manage and amplify content for the State Department's flagship social media accounts, such as Twitter's @JohnKerry for the Secretary of State and @StateDept for the department; and the department's YouTube channel, Facebook page, and Flickr page. The ODE team maintains the Department's official blog and social media site, as well as on-demand and live-streamed video at video.state.gov. This digital engagement is integrated into the larger communications infrastructure at the State Department.

The State Department's digital media presence (video, images, audio, blogging, social networking) is the largest in the federal government after the White House and the largest of any foreign ministry in the world, with an aggregate of more than 4 million followers. As of August 2015, the Department's official platforms had garnered the following audiences:

- Twitter: @JohnKerry – 653,421 followers; @StateDept – 1.53 million followers; Foreign Language accounts (Arabic, Farsi, Spanish, French, Portuguese, Urdu, Turkish, and Chinese) – 580,641 collective followers;
- Facebook: 1.18 million fans (www.facebook.com/usdos);
- YouTube: StateVideo -- 33,943 subscribers and 9.1 million views;
- Flickr: 40.8 million views;
- Tumblr: 115,169 followers;
- Google+: 391,713 followers with 17.5 million views;
- Instagram: 25,296 followers;
- Medium: 24,300 followers

The State Department's DipNote blog has also

received 13.2 million reads of its 6,000 entries by more than 1,100 State Department and USAID employees.

ODE uses commercial tools to assess whether messaging is receiving the expected level of online attention and to evaluate different tactics for spreading information through social media. This data is fed into weekly and monthly reports to PA and State Department leadership. These reports help assess the efficiency of messaging and improve future work.

Because the properties maintained by ODE reach the widest audiences within the Department, ODE often leads efforts to coordinate coverage of major department initiatives in coordination with other bureaus and posts, as well as the interagency community and the White House. Content developed for ODE properties is regularly repurposed, translated and systematically distributed to embassies to assist them in furthering public diplomacy objectives.

RAPID RESPONSE UNIT (RRU)

FY14 Actual - $306,735; FY15 Planned - $674,734; FY16 Request - $721,965
Origin: 2006

The Rapid Response Unit (RRU) continuously monitors foreign media and provides daily analysis of news and commentary, giving policymakers, spokespersons, and other U.S. government officials insight into international coverage of policy issues and breaking news. Its work informs State Department strategic communications campaigns through its five core products: "Rapid Response" morning report for officials on foreign reporting, with messaging guidance on timely issues; "Special Reports" on critical issues for target audiences; "Paper Briefs" and "Short Takes" for PA and the Secretary of State on developments in international media; and "WHA Early Alerts" on major news stories and reactions to U.S. official statements in the Western Hemisphere. RRU's new periodic "What You Need to Know" report adds in-depth analysis and messaging on issues beyond the headlines, allowing messengers to proactively address key foreign policy issues that may not be front-page news around the world. In developing these reports, RRU draws on the expertise of and coordinates closely with the regional media hubs and overseas missions. These reports enable department officials, domestically and abroad, to gauge foreign audience perspectives and tailor messaging to ensure their points are conveyed effectively. RRU is composed of six full-time staff members and four contractors. Its audience includes over 1,300 official U.S. government personnel from across the interagency.

FOREIGN PRESS CENTERS (FPCS)

FY14 Actual - $975,160; FY15 Planned - $269,624; FY16 Request - $288,498
Origin: 1946 (New York) and 1968 (D.C.)

The Foreign Press Centers (FPCs) aim to advance U.S. foreign policy objectives by supporting foreign journalists and broadcasters' reporting on U.S. policies, domestic issues, and American culture. The FPC's goal is to promote the depth, accuracy, and balance of foreign reporting from the United States, by providing direct access to authoritative American information sources. They also facilitate foreign media access to senior U.S. government officials through interviews, briefings, and special events in order to amplify key strategic policy messaging and strengthen relations with members of the foreign press corps. The FPCs are located in Washington, D.C. and New York City, with a combined staff of 17 people. In addition, the FPCs assist foreign correspondents based in Los Angeles and San Francisco.

The FPCs support the professional work of foreign reporters in the United States, as well as those traveling to the United States on short-term assignments. FPC officials actively engage with the approximately 3,000 credentialed U.S.-based foreign journalists, promoting in-depth and accurate coverage on issues of strategic importance by deepening foreign journalists' understanding of the political, economic, and social foundations that shape American foreign policy. They do this through four core activities: press briefings, including the provision of transcripts, video and audio recordings, and related documents from these programs; facilitation of interviews with senior U.S. government officials and other leading policy experts; distribution of statements and announcements from across the interagency; and reporting tours, which range from

one-day local programs to multi-day trips outside of Washington, D.C., and New York.

In close coordination with U.S. embassies, FPCs also conducts cooperative broadcast media projects (Media Co-Ops) with national, regional, and independent TV, radio, and online media outlets. Media Co-Ops enable foreign television and radio stations to send producers and crews to the United States to conduct interviews and gather video images and B-roll footage for original documentaries and news features about U.S. policies, events, and issues of importance. The finished products are aired in their home countries. Media Co-Ops aim to advance U.S. government policy goals and increase understanding of the United States and American people by foreign audiences through the eyes and camera lenses of their own countries' journalists, which lends extra credibility to the final productions. The average cost per co-op is $45,000. In FY 2013, there were 47 completed co-ops; in FY 2014, there were 54. Media Co-Ops were previously under the Office of Broadcast/Video Services; in FY16, Co-Ops will move to Foreign Press Center management to leverage resources between Foreign Reporting Tours and Media Co-Ops.

In addition, FPC conducts reporting tours for foreign journalists residing in the United States (domestic reporting tours) and for visiting overseas-based media (foreign reporting tours).[7] The average participant cost for each foreign reporting tour is approximately $3,600 (not including international travel costs and staff time) and $60 per domestic reporting tour (not including staff time). In calendar year 2014, the FPCs hosted 83 briefings, yielding 565 confirmed unique stories, and organized 62 reporting tours, including seven foreign tours that yielded at least 494 unique placements in foreign media outlets.

OFFICE OF VIDEO SERVICES (OVS)

FY14 Actual - $575,589; FY15 - 420,808; FY16 Request - $450,265
Co-op Production: FY14 Actual - $894,914; FY15 Planned - $861,696; FY16 Request - $922,015
Origin: 1999

The Office of Video Services (OVS), formerly the Office of Broadcast Services (OBS), works to advance U.S. foreign policy priorities and positions by capturing and distributing raw broadcast video footage of events featuring U.S. government leaders. Based in Washington, the office includes 16 employees and three contractors and offers broadcast journalists the use of two full TV studios and production facilities. This includes providing televised feeds from White House, State Department, and Department of Defense press briefings and events; television studios for interviews, stand-ups, and special projects; and video production and distribution support at major events such as summits, conferences, and fora. OVS also establishes satellite links, assists journalists and other bureaus with footage research, and provides B-roll footage. It operates a television broadcast facility at Main State and a second facility at State Annex 16, co-located with the D.C. Foreign Press Center at the National Press Building. OVS maintains broadcast connectivity with the New York FPC, allowing for direct broadcast transmissions for events originating there.

Through collaboration with the Department of Defense, OVS distributes broadcast quality content on the DVIDS (Defense Video and Imagery Distribution System) platform via fiber, satellite, and the Internet. Video content is public domain and available online to broadcasters and the general public for download in various qualities, to accommodate different bandwidth limitations. The office creates monthly and ad hoc reports on broadcast placement of State Department video content, including the actual air date and time, media organization, and location. Its broadcast content averages over 4,000 placements a month; over 80 percent of placements are used by foreign broadcast organizations.

OFFICE OF THE SPOKESPERSON (SPOX)

SPOX receives no public diplomacy (.7) funds
Origin: 2013 (as currently configured)

The Office of the Spokesperson (SPOX) develops and executes the strategic media goals of the Secretary of State and represents the State Department publicly on a daily basis. The Spokesperson gives a daily on-the-record press briefing, travels with the Secretary on all international trips as a communications advisor, and

works with the Press Office to communicate with reporters and respond to incoming press inquiries.

In 2013, following a new Spokesperson's arrival, the Spokesperson, Deputy Spokesperson, and immediate support staff physically moved out of the PA Front Office to be closer to the bullpen press corps. Of the 12 staff positions located in this office in FY 2015, two are permanent positions (the Spokesperson and the Deputy Spokesperson); the additional staff encumber positions loaned from other offices in PA, are Schedule C and Schedule B appointees, or are contractor support positions. The new Spokesperson, who arrived in mid-2015, is evaluating staffing and office responsibilities as this report goes to print.

In close coordination with the Secretary's staff and the rest of the communications team, SPOX as currently configured plans and implements all of the Secretary's events with a media component and creates talking points and Q&A packets for the Secretary's press availabilities and media interviews.

SPOX staff focus on media communications and operations support the Secretary and Spokesperson on international and domestic travel by coordinating backgrounders with senior officials; working with the regional and functional Assistant Secretaries and the department's Chief of Staff on reviewing, drafting, and editing press talking points for the Secretary; working with the advance team to review and adjust press logistics plans prior to visits; and engaging with posts to ensure proper support. The team advocates for the traveling press corps on Secretarial trips and serves as the conduit for press to the Secretary's Office on all press logistics (including hotel rooms, file centers, and transportation) and on press budgets. On secretarial trips with larger public diplomacy events, the staff may send an advance person as part of the overall advance team in order to track and facilitate specific needs. The team is also responsible for the Spokesperson's social media accounts, including the @statedeptspox account, which has nearly 50,000 followers.

A second core function of the SPOX as currently configured is developing comprehensive strategies and tactics to respond rapidly to breaking news stories. Based on intensive direct media monitoring and engagement, the staff dedicated to this work focuses on stories relating to State Department management, as well as news directly pertaining to the Secretary, and builds research documents to support the communications priorities for the Secretary. They also generate creative plans to build a positive public profile, including on social media, and to produce and maintain background materials summarizing the Secretary's record on policy issues and past work in regional relations.

OFFICE OF PRESS RELATIONS (PRS)

PRS receives no public diplomacy (.7) funds
Origin: 1969

The Office of Press Relations (PRS) directly engages domestic and international media to communicate timely and accurate information that furthers U.S. foreign policy and national security interests. The office is led by an FS-01 Foreign Service Officer Director and two GS-15 Deputy Directors, who manage a 23-person staff that includes press officers, media events and outreach officers, media monitors, and administrative support staff. PRS also manages a six-person contract transcription team.

As one of the department's principal conduits for communicating foreign policy, PRS supports the Spokesperson in preparing for the Daily Press Briefing and produces the nightly Department press guidance package that is used by PAOs worldwide. PRS disseminates information to the Washington press corps, including all official transcripts, policy statements by the Secretary and Spokesperson, and other press releases. The office also responds directly to queries from the Washington press corps and other domestic and internationally based journalists on all matters involving Department policy and programs. PRS maintains a 24-hour operation to accomplish its mission and its press officers serve as 24/7 duty officers for the entire bureau.

Additionally, the PRS media outreach team schedules interviews for U.S. officials with domestic media outlets and proactively proposes press engagements to promote U.S. policy initiatives and goals. The PRS media monitoring team researches and disseminates daily media clips to keep department officials updated on coverage of foreign policy. PRS provides logistical support and expertise to the Secretary for all events and meetings with a media component held at the State Department and at other domestic venues, including press conferences and speaking engagements. PRS also provides operational support for special events involving other senior department officials.

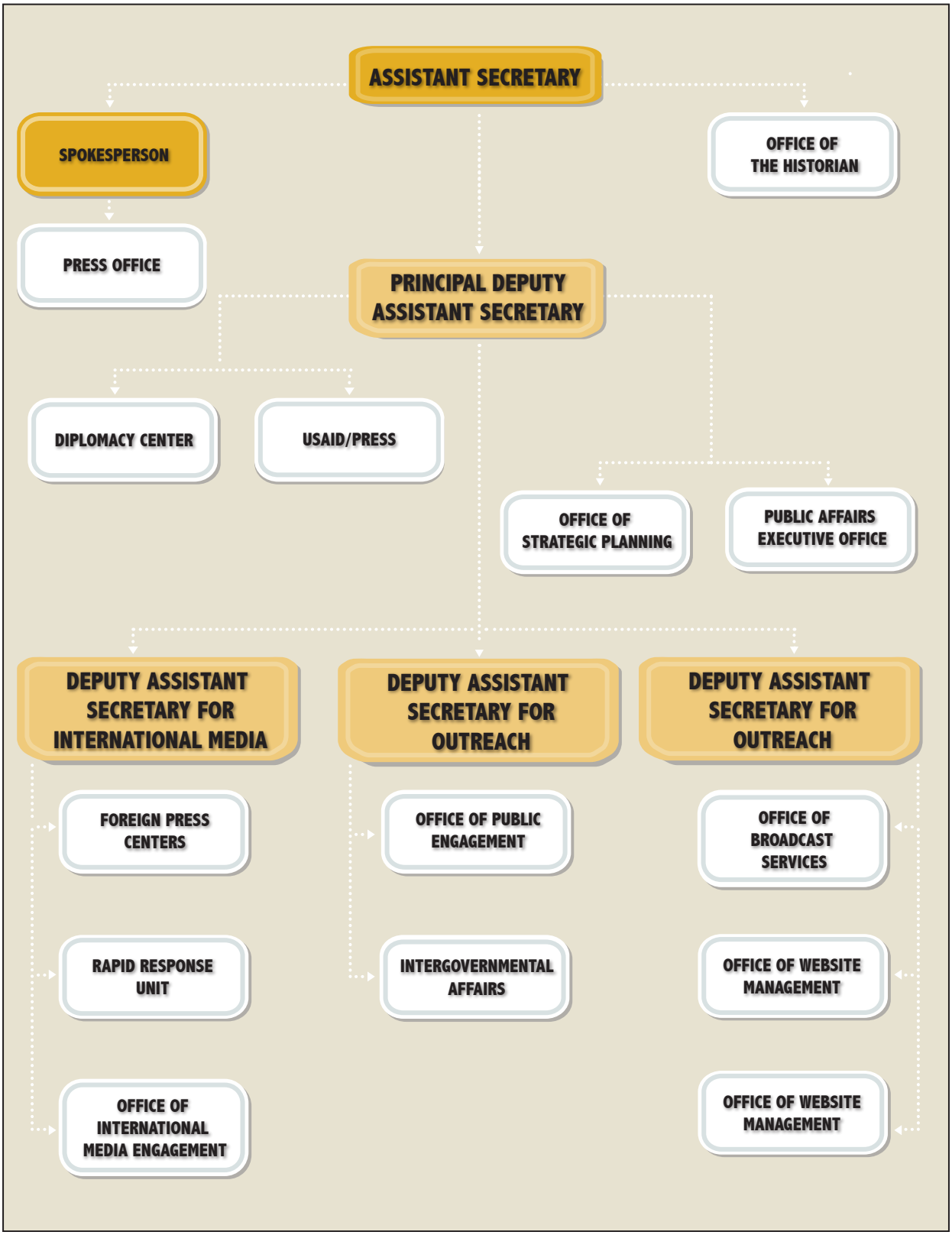
OFFICE OF STRATEGIC PLANNING (OSP)

OSP receives no public diplomacy (.7) funds.
Origin: 2012

The Office of Strategic Planning (OSP) advances U.S. foreign policy priorities by advising department offices on how to leverage PA tools. As a liaison to department offices and the interagency, the OSP coordinates PA resources to promote mid- and long-term communications goals. The OSP team, comprising seven staff members,
develops strategic communications plans to advance primary U.S. foreign policy goals.

OSP serves as the first point of contact for other offices to engage the Bureau in support of major Department activities, events, and initiatives. The office also provides strategic public affairs advice to bureaus, outside organizations, and other U.S. government agencies conducting public diplomacy activities. These ongoing efforts to "direct and connect" Department bureaus and offices to the PA offices that will best meet their public affairs needs—and evaluate whole-of-PA amplification efforts—ensure the strategic alignment of PA's engagement tools and resources with Department priorities.

PA ORGANIZATIONAL CHART



WASHINGTON-DIRECTED ACTIVITIES

uaeembassyus FOLLOW

101 likes 9w

uaeembassyus Committed to confronting & eradicating #terrorism & #extremism in all forms, the United Arab Emirates and United States today launched the #SawabCenter, an online engagement and messaging operation to counter #extremist propaganda on social media. #NotoDaesh #UAE #UAEUSA

haridan.interacting A Professional team. 💚

usainuae An important battle.

Log in to like or comment.

Center for Strategic Counterterrorism Communications (CSCC)

Undersecretary Stengel attends the launch of the Sawab Center in the UAE.
Photo: U.S. Embassy Abu Dhabi instagram Stream

Center for Strategic Counterterrorism Communications

FY13 Actual - $4.99 million; FY14 Actual - $6.08 million; FY15 Planned - $8.105 million; FY16 Request - $9.8 million

CSCC was established at the direction of the White House and State Department in 2010 and codified by President Obama's Executive Order 13584 in September 2011 to "coordinate, orient, and inform government-wide strategic communications focused on violent extremists and terrorist organizations." CSCC works under the direction of the President and the Secretary of State and is led by the U.S. Special Envoy and Coordinator for Strategic Counterterrorism Communications. On February 19, 2015, President Obama announced at the White House Summit on Countering Violent Extremism (CVE) that the CSCC Coordinator would also become a Special Envoy to increase international engagement and partnerships to counter violent extremism and to develop strategic counterterrorism communications worldwide.

CSCC's Special Envoy reports to the Under Secretary for Public Diplomacy and Public Affairs and his staff is drawn from several U.S. departments and agencies. They work with the Bureau of Counterterrorism (CT) and other relevant department bureaus and agencies to lead efforts to coordinate and develop U.S. government counterterrorism messaging and build international partnerships to enhance CVE programs and global messaging. The Under Secretary for Public Diplomacy and Public Affairs chairs CSCC's steering committee and the Counterterrorism Bureau Coordinator is its Vice Chair. The committee includes nine agencies: the National Counterterrorism Center (NCTC), the Departments of Defense, Treasury, Justice, Homeland Security, the Central Intelligence Agency, the Broadcasting Board of Governors, the Joint Chiefs of Staff, and the U.S. Agency for International Development.

CSCC works daily to "contest the space" of violent extremists and to amplify anti-extremist voices through the development and coordination of messaging broadcast through traditional media, digital engagements, and CVE programming. The center's social media engagements to counter terrorist messaging in Arabic, Urdu, Somali, and English focus on:

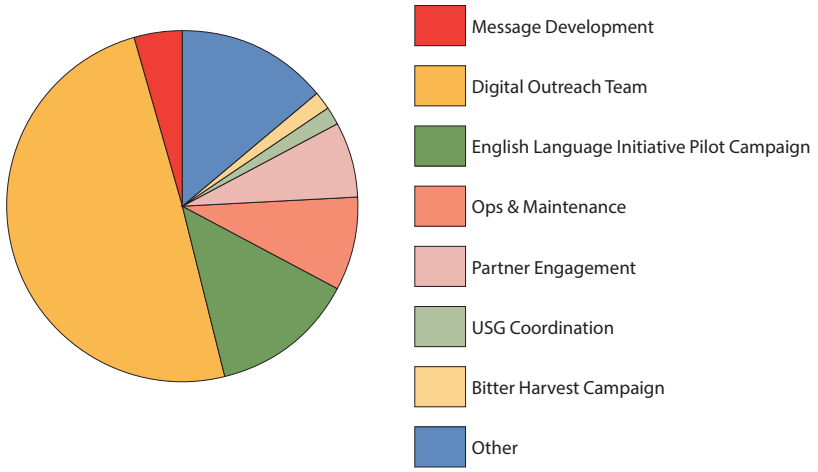
- highlighting the victims of terrorism;
- emphasizing the testimony of former radicals;
- exposing battlefield losses by ISIL and other extremist groups;
- revealing living conditions in terrorist-controlled areas; and
- amplifying credible voices.

CSCC's work is based on the National Strategy for Counterterrorism and focuses on the Islamic State of Iraq and the Levant (ISIL), or DAESH; al-Shabaab in the Horn of Africa; al-Qa'ida senior leadership and its affiliates and allies in Pakistan; AQIM and its associates across the Sahel through Northern and Western Africa; and al-Qa'ida in the Arabian Peninsula. In December 2013, CSCC began a pilot program of digital engagements in English, to target English-speaking audiences outside the United States vulnerable to radicalization and recruitment.

BUDGET

In 2013, CSCC's budget was $4.999 million. In 2014, its base budget was $5.402 million with reimbursements and increases of $671,419, bringing the total to $6.073 million. Current FY 2015 requested expenditures are $5.424 million with anticipated current reimbursements and increases of approximately $2.680 million bringing the FY 2015 request to $8.104 million. In FY 2016, the request is for $9.812 million in funding and includes $4.300 million in requested OCO funds.

FY 15 Planned Spending



COUNTER-ISIL INFORMATION COORDINATION CELL (ICC): The ICC is a special unit within CSCC that draws on all of the center's functions to counter the Islamic State of Iraq and the Levant (ISIL), or DAESH. CSCC has prioritized discrediting and delegitimizing this group since it announced itself in April 2013. Established in November 2014, the ICC is responsible for integrating counterterrorist messaging across key lines of effort within the interagency process and providing regular briefings to senior officials. The ICC's mission is to direct U.S. government-wide communications aimed at discrediting ISIL propaganda and degrading its ability to disseminate messages and recruit fighters. Key ICC activities include U.S. government coordination, partner engagement outreach, and message development. The ICC also is leading ongoing meetings within the State Department and with all relevant U.S. government departments and agencies to ensure a common operating plan and to gather participants' thematic and operational insights.

After officials from more than 60 countries participated in the White House-led Global CVE Summit in February 2015 to discuss coordinated efforts to combat terrorism, the ICC prioritized encouraging other foreign governments and third parties to intensify efforts to counter the recruitment and radicalization to terrorist violence. To achieve these goals, the ICC has initiated meetings with regional governments and third parties to augment the capabilities of U.S. government communicators against ISIL and other violent extremists. The ICC also is developing and will maintain a whole-of-government strategic communication plan that incorporates U.S. government communications plans against ISIL, in addition to those of the global Coalition, while providing a common operating picture to partners working on these efforts. The ICC leads a weekly U.S. government video teleconference with all relevant departments and agencies to gather their thematic and operational insights. It also oversees the production of a number of products designed to help guide and capture the broad range of efforts being conducted throughout the interagency environment to counter ISIL and other terrorist propaganda. This includes Thematic Guidance, Daily Reports, and Weekly Updates, which are distributed regularly to roughly 2,000 stakeholders within the U.S. government and to select Coalition partners.

FY 2015 Budget:

Message Development $350,000
Partner Engagement $571,000
U.S. Government Coordination $101,234
Digital Outreach Team $4,034,924
Ops & Maintenance $688,579
Travel $250,000
English Language Initiative Pilot Campaign $1,084,250
Bitter Harvest Campaign $135,360
Other Contracts $889,453

FY 2015 Base Allotment $5,424,800
Reimbursements/Increases $2,680,000
TOTAL AVAILABLE FY 2015 $8,104,800
TOTAL EXPENDED FY 2015 $7,866,350

AREAS OF OPERATION

CSCC is currently divided into four areas of operation: Message Development; the Digital Outreach Team (DOT); Partner Engagement and Outreach; and Government Coordination.

Note: This has changed from the structure described in the 2014 Comprehensive Annual Report on Public Diplomacy and International Broadcasting. Notably, the Integrated Analysis Unit has been absorbed by the three non-digital functional units of the current CSCC.

I. MESSAGE DEVELOPMENT

Staff Size: 12 people

The Message Development section gathers analytic support from the intelligence community, academia, NGOs, and other sources of relevant expertise to counter violent extremism, including developing and disseminating strategic, operational, and tactical information to focus U.S. government messaging efforts. CSCC works to leverage support and analysis from the intelligence community to ensure messages are guided by an understanding of the audience, what resonates with them, and who the most effective messengers are. It also coordinates with the relevant Department of Defense components to achieve common objectives, including developing and sharing counter-ISIL messages that can be used by a wide range of stakeholders throughout the interagency, at U.S. embassies, and with select Coalition partners. The section produces and widely disseminates a number of products, such as:

- **Thematic Guidance:** Distributed roughly twice a week to more than 3,000 U.S. government and Coalition communicators and officials, the guidance is based on input from the intelligence community, several U.S. government offices, Coalition communicators, and others. It is intended to help them expose new ISIL vulnerabilities. Topics have included ISIL's false claims of invincibility, its inabili-

ty to govern or provide basic services for the Sunni Muslims it purports to protect, atrocities against women and children, and the destruction of cultural heritage and artifacts.

- **Daily Reports:** Released each afternoon, this report provides links to pertinent news articles, online sites, videos, banners, and other information to guide communicators in their own messaging. This includes offering ideas for potential social media posts to expose and exploit ISIL vulnerabilities and sharing the latest information on U.S. and Coalition counter-ISIL messaging efforts and significant events. The report also offers anti-ISIL "stories," such as recantations, ISIL atrocities, victim stories, and anti-ISIL statements that exemplify themes and opportunities for counter-messaging efforts.
- **Weekly Updates:** This reporting tool is designed to capture the broad range of efforts being conducted throughout the U.S. government to counter propaganda by ISIL and other terrorists. It is also a compilation of the latest developments, including hashtags, and provides anti-ISIL messages and themes. To help avoid duplication of efforts and to urge replication of successful endeavors, it also includes specific efforts and engagements being led by the Defense Department, various State offices, and U.S. embassies, providing links to share those videos, banners, and individual tweets.

II. DIGITAL OUTREACH TEAM (DOT)

Staff Size: 28 people

The DOT works to counter extremist narratives in the interactive digital environment. The team was created in 2006 as an online rapid-reaction unit focused on general Public Diplomacy goals. When it became part of CSCC in late 2010, DOT's mission shifted to counterterrorism, with a specific focus on al-Qa'ida and like-minded terrorist groups associated and affiliated with al-Qa'ida. Since 2013, it has shifted its primary focus again to primarily counter ISIL. DOT's output is focused largely on engaging ISIL supporters to "contest the space, redirect the conversation, and confound the adversary," as well as expose ISIL atrocities and inherent contradictions or hypocrisies in ISIL propaganda.

Writer-analysts for DOT are contractors who are native to the regions to which their teams are assigned. The DOT currently has Arabic, Urdu, and Somali teams, but a Hausa team will be stood up in the near future. The writer-analysts search the media environment to identify opportunities where the team can engage. Messages are created by the analyst using a bottom-up approach and then reviewed and cleared by the DOT director or deputy to ensure they are aligned with U.S. policy. Video and graphic products are reviewed internally by CSCC, and approved by the Special Envoy. CSCC openly identifies itself as working for the U.S. government and pushes back against propaganda by ISIL and other violent extremists, conspiracy theories, and anti-U.S. misinformation that would otherwise go uncontested. It also works to redirect conversations where extremists try to gain traction by calling out well -documented atrocities.

DOT produces content that is uploaded onto numerous online forums, such as Facebook, Twitter, Instagram, YouTube, Vimeo, and Dailymotion. CSCC does not generally engage on websites controlled by extremists. On average DOT produces 36 messages a day, along with supporting banners and videos. This year DOT's average engagement rate for its three Facebook pages was 10 percent while its five Twitter pages was 2.6 percent; the marketing industry standard is commonly agreed to be 1 percent. DOT's reach and favorite counts are significantly lower than general social media benchmarks because the desired audience of potential extremist supporters is relatively small.

- **English Language Initiative**: In December 2013, CSCC launched a small pilot English Language Initiative (ELI) to combat increasing efforts by violent extremists to recruit in the English-speaking world, including diaspora communities in Australia, Canada, Europe, and other countries. This program was extended in December 2014.

EVALUATION AND RESEARCH

CSCC continues to seek new tools to apply to the assessment of its social media and other CVE efforts. DOT's operations are difficult to assess since the amount of potential terrorists who decided to not become terrorists after being exposed to counter-messaging materials is unknown. By contesting the space where extremists deliver their messages DOT tries to instill doubt in the minds of potential extremist sympathizers. It cannot be assumed that if a potential extremist is induced by DOT to doubt the credibility of ISIL that they will be so transformed that they actively support DOT messaging.

In 2015, CSCC hired a dedicated data scientist to ensure optimal use of data to drive and assess operations, although additional staff support is needed in this area. The focus of the data scientist's work is audience research, although it also aims to measure changes in opinion or public sympathies, and at best

has proxies metrics available that can inferred some understanding of impact. One tool currently under development is an electronic "dashboard," which will function as a real-time social media monitoring device to allow analysts to track trends and developments, while providing analytics that should help CSCC remain agile to meet ever-changing technological needs. This includes using statistical analysis in order to determine the most effective content types, optimal times for posting messages, and influential narratives and hashtags that resonate with the right audiences.

Audience Research: CSCC has worked with the Intelligence and Research Bureau (INR) to produce a study of audience concerns about specific categories of ISIL actions to help focus messaging that would have the greatest impact on target audiences. It also monitors terrorist groups' standing in communities and countries around the world. Notably, ISIL's approval is in single digits across the Muslim world, which has informed efforts to target messaging efforts toward the small percentage of individuals around the world who may be susceptible to recruitment.

Impact Analysis of Digital Engagement: CSCC measures DOT message performance through the numbers of viewers, likes and dislikes, resends, and shares, qualifying them as indicators that CSCC messages reach a significant number of viewers. The primary challenge, however, with these measurements is that most audiences that would like, follow or favorite DOT messages are not the audiences that DOT targets. Therefore, CSCC also monitors viewership of its messages to determine what specific factors underlie high resonance. These include CSCC message matching to immediate audience concerns or current events; DOT messages having unique "hooks" (e.g., hard-hitting videos of DAESH atrocities or unique verbal twists) that grab audience attention; and DOT messages highlighting blatant hypocrisy or contradictions in DAESH messaging. In addition, CSCC monitors adversary reactions and violent extremists' messaging behavior. It assesses that significant critical reaction from violent extremist organization (VEO) supporters and spokespeople is an indication that DOT messaging is negatively impacting VEO social media goals. Numerous jihadi social media personas have attacked DOT, calling on their supporters to avoid DOT web locations or messaging or calling for supporters to close down CSCC accounts through spamming. Approximately once a month, the DOT Arabic team also receives threats, including death threats, on social media. CSCC is currently updating its records with such adversary reactions in light of the surge of ISIL activity on social media.

Evaluation of On-the-Ground Programs: CSCC also evaluates the programs that are run through grants to U.S. embassies. For example, the Resilient Communities Grant Program, which operated from 2011 to 2013 in several countries, was intended to highlight the recovery of local populations from major terrorist events impacting their citizens. Assessment of these programs may also include before- and after-action surveys, and ongoing program evaluation through the use of benchmarking to estimate program progress, to correct divergences from fundamental goals, and to provide a basis for a final evaluation.

III. PARTNER ENGAGEMENT & OUTREACH

Staff Size: 5 people

Formerly known as the Plans and Programs Unit, this section pursues two parallel objectives. First, it seeks partner opportunities to counter violent extremism and to strengthen international collaboration. The goal of these engagements is to encourage governments and NGO partners to become active messengers and, when possible and appropriate, to coordinate efforts. Outreach efforts include working with and through the State Department's regional and functional bureaus, with U.S. embassies, and with interagency partners to engage high-value and willing Coalition partners, other governments, and regional NGOs. In most cases, CSCC offers itself as a resource, by providing others with assistance to launch their own messaging efforts. Second, CSCC designs or solicits CVE communication project proposals via third-party organizations or U.S. embassies; shares information and best practices with partners; and funds projects that support CSCC objectives

A sample of some of CSCC's programming assistance and coordination includes the following:

- **The Sawab Center and Other National/Regional Messaging Entities**: The most notable example is the U.S. government's ongoing support, through CSCC, the Near East Asian Affairs Bureau (NEA), and others, to the United Arab Emirates for the establishment of a joint anti-ISIL communications center called Sawab. This new CVE hub, launched in July 2015, will work with community leaders to counter terrorist propaganda, as well as organize "technology camps," where tech firms can work with governments and civil society representatives to develop digital content that discredits extremist narratives. CSCC is working with a number of other countries on supporting the establishment of other global centers.

It also organizes regional training workshops for Coalition partners, including other governments, regional organizations, and select NGOs.

- **Counter Boko Haram Communications (West Africa)**: This project, called "Engaging Cameroonian Youth against Violent Extremism and Radicalization," is designed to increase the awareness of youth leaders about ongoing security challenges, while engaging them in a sensitization campaign. It also builds capacity of youth leaders with regards to conflict prevention and management, with an eye toward preventing recruitment by the Boko Haram terrorist group based in neighboring Nigeria.
- **Somali Diaspora Programs**: To counter the terrorist group al-Shabaab and in response to requests from Somali diaspora populations, this project develops and delivers community education briefings in partnership with NCTC and DHS to teach awareness of the signs of radicalization and recruitment, in addition to involving local law enforcement and civic service offices to introduce diasporas to people and groups they can turn to for help. The first iteration of this project was so highly regarded by participants, host country partners, and U.S. embassies that a second iteration was planned and funded by the CT Bureau, expanding the content and locations. Somali diaspora members requested the second round, saying this was the first time anyone had discussed terrorist recruitment in their communities or linked them to local resources.
- **Kenya Programs**: This project involves a series of integrated programs in key neighborhoods of Nairobi, Kenya, that call out communities to address terrorist recruitment taking place in their midst, including live youth debates, the creation of original music in Kiswahili and Somali; online journalism, television, and radio broadcasts aimed at local youth; and CVE training and engagement manuals in the local language of Kiswahili. The content is created by the very youth amongst which al-Shabaab recruits. The original music plan was to record 10 songs with CVE themes, but the response was overwhelming among the target audience and 50 groups of youth were professionally recorded and produced. This music is played on mainstream radio in Kenya, on the online radio station aimed at high risk youth, and featured in live and recorded programs on the Coast of Kenya. They are also available in an online library established by CSCC in the Dadaab refugee camp. In the song lyrics and media pieces, youth share personal stories of recruitment attempts and urge their peers to reject extremists' offers and ideology.
- **Pakistan Programs**: CSCC coordinates Washington support and contributions for the Pakistan CVE Communications Framework and the Community Engagement Office at the U.S. embassy in Islamabad, while CSCC's Digital Outreach Team reaches online audiences through Urdu language engagement. DOT routinely highlights U.S. developmental and military support to Pakistan to counter conspiracy theories claiming that the U.S. covertly supports terrorism in Pakistan.

IV. GOVERNMENT COORDINATION

Staff Size: 11 people

Newly formed in 2015, this section works to strengthen and maintain reliable information processes to rapidly and more effectively inform, coordinate, and orient U.S. government stakeholder networks. Key mechanisms to achieve this effort involve hosting and leading regular messaging synchronization sessions and other ongoing meetings within the State Department—including with the spokesperson's office and Public Affairs—and with all relevant departments and agencies. These meetings are held both to ensure a common operating plan and to gather participants' thematic and operational insights. The Government Coordination team also develops and maintains a whole-of-government strategic communications plan that unifies U.S. and Coalition communications plans against ISIL. This overarching plan is intended to provide a common operating picture to U.S. partners. It will identify audiences, objectives, themes, media, agents, critical events, and more, and will serve as the cornerstone of U.S. government communications and planning against ISIL's image. In addition, the Government Coordination team holds regular meetings with the interagency to ensure communications on ongoing messaging activities against ISIL.