Letter from Global Ties U.S. President & CEO

Katherine Brown, Ph.D. reflects on our 60th anniversary year and how we’ve reimagined our mission, events, and programs.

About Global Ties U.S.

We are the oldest and largest citizen diplomacy Network, and the domestic infrastructure for U.S. public diplomacy efforts.

Our Programs

We work with our Network to implement exchange programs that build the relationships, partnerships, and trust necessary to tackle global challenges.

Member Services

We provide our members with resources, professional development opportunities, and trainings.

Our Network

We are a Network of 120+ organizations that represent all 50 U.S. states and more than 20 countries.

Financial Snapshot

Take a look at our fiscal year 2020 statement.

Support Our Work

Learn how you can support our work and shape the next generation of citizen diplomacy leaders.

Letter from Global Ties U.S. Board Chair

Jacqueline Miller shares how the Network has come together to create indelible positive change and advance our shared missions.

Thank You, Partners

We are grateful to our program partners, donors, leadership, and team members who make our work possible.
This year is our 60th anniversary, and we have a lot to reflect on. A decade ago, Congress established an act to honor the work of the Global Ties Network. The legislation read that our member organizations serve as “international gateways, sharing their communities with the world and the world with their communities, welcoming strangers and sending home friends.” The Global Ties Network has changed dramatically in the last 10 years, but building community, globally and locally, remains at the heart of our work.

Building community matters. It matters globally because our alliances and partnerships are critical to solving the transnational challenges impacting our daily lives. It matters locally because, as we all know, we’re facing much divisiveness in our country.

According to the Pew Research Center, about seven-in-ten U.S. citizens think people are less confident in each other in 2021 than they were 20 years ago. But when you ask people who they trust, it is the people they engage within their communities. Promoting a sense of belonging inspires collaboration and cooperation for real problem-solving. And at the core of every relationship, whether it be between individuals, communities, or nations, is trust.

To honor our 60th anniversary and these times, we adjusted our mission statement to **powering individuals, communities, and nations to build trust and advance peace and prosperity through international exchange**. We added “building trust” because trust is the foundation of every relationship, the ones our Network builds at home and abroad. It’s not always visible or quantifiable, but you know when you lose trust. You also know how you build trust: by listening. By meeting and engaging with others, especially when it’s hard.

While the words of our mission may have changed, the core of our work remains the same: serving our members. Through reimagining our events and platforms and iterating to make them more interactive and meaningful, and training the Network on how to implement virtual and hybrid programming, we’re learning the best lessons from the pandemic and modernizing our methods. Through programs like the International Visitor Leadership Program (IVLP), USA Pavilion at Expo 2020 Dubai, Law Enforcement and Security Exchange Program (LESEP), and MENA-USA Empowering Resilient Girls Exchange (MERGE), we’re passing through new business opportunities to our members.

We also have focused more intently on our diversity, equity, and inclusion (DEI) work for Global Ties U.S. and the Network, to meet our mission and do our part to advance social justice and racial equity. This includes creating a DEI Working Group within the Global Ties Network, changing how we work within Global Ties U.S., and lifting up the next generation of international affairs and exchange professionals, who will be representing a changing United States, through our Emerging Leaders Program.

Sixty years ago, during the Cold War and a Civil Rights Movement building momentum at home, President Kennedy called the Global Ties Network into service with the faith that international exchanges could build a more durable and just peace. And our Network responded, sharing our communities with the world and the world with our communities; welcoming strangers, and sending home friends. Our mission at Global Ties U.S. is to power our members and partners in this work, because Diplomacy Begins Here.

Katherine Brown, Ph.D.
Global Ties U.S. President & CEO
About Global Ties U.S.

“I am convinced that increased participation by dedicated Americans in international exchanges will help to achieve our common hope for a durable and just peace.”

–President John F. Kennedy, 1961

This was President Kennedy’s vision for Global Ties U.S. when it was founded by his administration in 1961, and it remains so today. We believe that international exchanges create the foundation for cooperation, respect, and trust between leaders in government, business, and civil society. Exchanges are a powerful tool to build alliances to tackle our toughest transnational challenges.

We also believe that exchanges enrich U.S. communities, both economically and socially. Through the Global Ties Network, nearly 90 communities across the United States are connected to the world through international exchange programs. By implementing these programs, our U.S.-based members invest in their local economies, advance knowledge, and increase global competencies.

International exchanges help our members create new partnerships with the world’s emerging leaders, while deepening relationships within their own communities. Our Network also includes international members, often representing alumni of U.S. exchange programs, who are eager to sustain the dialogue critical for international collaboration.

Collectively, we are a Network of 120+ organizations representing all 50 U.S. states and more than 20 countries. Our members are exchange professionals who provide the domestic infrastructure for U.S. public diplomacy efforts.

At Global Ties U.S., Diplomacy Begins Here.

The mission of Global Ties U.S. is to power individuals, communities, and nations to build trust and to advance peace and prosperity through international exchange.
International Visitor Leadership Program

The International Visitor Leadership Program (IVLP) is the United States’ foundational professional exchange program. Through a 60-year partnership with the U.S. Department of State, Global Ties U.S. supports a Network of U.S.-based organizations that design and implement short-term, professional exchange programs that connect U.S. citizens and the world’s emerging leaders.

Beginning in 2020, the Global Ties Network, in partnership with the Office of International Visitors, pivoted to a new virtual IVLP model. The virtual IVLP continues to provide international participants with professional and cultural activities, and grow our Network’s investment in U.S. communities, economies, and foreign policy.

Each year the Global Ties Network:

- Welcomes 5,000+ international exchange participants to U.S. communities, in-person and virtually
- Invests 10:1 the amount of federal funding received back into the U.S. economy during in-person visits
- Engages 34,000+ volunteers in 410,000+ hours of community service

Piloting a Return to In-Person IVLP Exchanges

In August 2021, Global Ties Network members hosted the first in-person IVLP since the start of the COVID-19 pandemic. The single country project for Nigeria focused on youth, human rights, and civic engagement, and incorporated virtual and hybrid program applications.

Credit: Sewell Gelberd, Columbia Council for International Visitors
Preparation of individuals for success in an increasingly transnational workplace

USA Pavilion at Expo 2020 Dubai

Global Ties U.S. partnered with the U.S. Department of State to bring to life the theme, “Connecting Minds, Creating the Future,” at the USA Pavilion at Expo 2020 Dubai. We, along with our nationwide Network, are excited for our “Faces of America” – Youth Ambassadors and Cultural Performers – to introduce the United States to the world. Expo 2020 Dubai runs from October 1, 2021 - March 31, 2022, and is the first Expo to be held in the Middle East.

MENA-USA Empowering Resilient Girls Exchange

The MENA-USA Empowering Resilient Girls Exchange (MERGE) brings together young women in the United States and the Middle East/North Africa (MENA) in a supportive virtual space to learn about mental health. Through a series of eight-week virtual exchanges, MERGE equips young women to develop practical approaches to mental health advocacy by providing participants with resources and strategies to improve their mental resilience.
Law Enforcement and Security Exchange Program

The Law Enforcement and Security Exchange Program (LESEP) is the successor to the Police Professionalization Exchange Program (PPEP), which was implemented from 2017–2021.

PPEP provided in-person and virtual training for law enforcement, security, and criminal justice professionals from across Mexico. In four years of programming, PPEP comprised:

- Through 13 virtual meetings over nine weeks, participants improved their understanding of the U.S. banking system and identified specific steps that their institutions must take in order to establish correspondent banking relationships with U.S. banks.

LESEP began July 2021. Over the next three years, LESEP will serve more than 6,000 participants across the security, law enforcement, and criminal justice sector in Mexico.

Iraqi Banking Exchange

Funded by the U.S. Embassy in Baghdad, this virtual program enabled representatives from Iraqi banking institutions to engage in substantive dialogue and knowledge exchange with U.S. government agencies, global investment banks, U.S. banks with correspondent bank relationships, and banking and capital market consultants.

Through 13 virtual meetings over nine weeks, participants improved their understanding of the U.S. banking system and identified specific steps that their institutions must take in order to establish correspondent banking relationships with U.S. banks.

"Without this program, I wouldn't have been promoted. This program gave me confidence in my capacity to do my work well. It motivated me to continue to develop professionally."

– PPEP participant
Water Smart Engagement

The Water Smart Engagement program (WiSE) establishes and strengthens partnerships between select Southeast Asian water utilities and counterparts in the United States to address 21st century water challenges. To date, the program has created four bilateral partnerships:

Permodalan Darul Ta’zim (PDT) in Johor Bahru, Malaysia & DC Water in Washington, DC

Phuket Water Authority in Phuket, Thailand & The Water Council, Milwaukee, WI

Saigon Water Corporation in Ho Chi Minh City, Vietnam & San Francisco Public Utility Commission in San Francisco, CA

Vientiane City Office for Management and Services, Vientiane, Laos & Clean Water Services in Hillsboro, OR

Looking Ahead to 2022

U.S. Exchange Alumni Network and Capacity Building Program

The U.S. Exchange Alumni Network and Capacity Building Program supports enterprising U.S. alumni as they build on their exchange experiences through professional development and citizen diplomacy opportunities.

Over the next three years, Global Ties U.S. will engage 1,800 U.S. exchange alumni through a series of Career Connection events and distribute $1 million to fund approximately 120-150 community service projects through the Citizen Diplomacy Action Fund. The activities will provide opportunities for U.S. exchange alumni to leverage their skills and networks, and advance U.S. foreign policy goals through citizen diplomacy.

1,800 U.S. exchange alumni engaged

$1 Million in small grants

120-150 Service projects funded
Virtual Exchange Academy

We launched the Virtual Exchange Academy (VEA), in partnership with the U.S. Department of State’s Bureau of Educational and Cultural Affairs Office of International Visitors, to help Community-Based Members (CBMs) gain the skills and confidence needed to implement virtual IVLP projects successfully. More than 90 percent of CBMs took part in 26 hours of training. This included primer and foundational courses, in addition to advanced courses and a final simulation activity.

In total, we had 159 learners from 77 organizations participate in the program, with an 86% completion rate. Based on post-program feedback, 97% reported that they were satisfied or highly satisfied with the program.

“...I could see how the skills I gained during the training can help build a safe space, which leads to trust and in turn leads to community building. They will benefit me in my current work with IVLP, and also in other forums where I work: city council, synagogue, politics.”

– Global Ties Network Member

Virtual Programmers Workshops

Typically, Global Ties U.S. hosts three Learning Labs and one National Programmers Workshop for our IVLP Network partners to strengthen relationships and facilitate idea-sharing. This year, we combined the events into a special series called the Virtual Programmers Workshops, which took place over the course of three days and comprised general sessions, breakouts, and networking opportunities. The first workshop took place September 21-23 and focused on the "Return to In-Person Programming." The second workshop took place December 7-9, with a thematic focus on "Diversity in Exchanges." Each workshop had more than 170 registrants.

"I could see how the skills I gained during the training can help build a safe space, which leads to trust and in turn leads to community building. They will benefit me in my current work with IVLP, and also in other forums where I work: city council, synagogue, politics."

– Global Ties Network Member

Keynote speaker Sandra Bond Chapman, Ph.D. (bottom) discusses brain health and mental resilience with Elaine Tricoli at the September Virtual Programmers Workshop.
National Meeting

From March 22-26, 2021, more than 930 international exchange professionals and partners from around the world gathered online at the Global Ties U.S. 2022 National Meeting. The theme, “Exchange Matters,” celebrated 60 years of our Network’s collective resilience and dedication to forging connections without boundaries. Featured speakers included U.S. Secretary of State Antony Blinken, U.S. Special Presidential Envoy for Climate John Kerry, along with U.S. Congress members, International Visitor Leadership Program (IVLP) alumni, and leaders from business, government, and academia.

Global Ties Network Decade of Leadership Impact Award

In honor of our 60th anniversary, we celebrated six professionals who, since 2011, have been both pillars in our community and have helped to chart the path for the next 10 years. These dedicated individuals were recognized for their outstanding leadership within the Global Ties Network, and contributions to the success of the IVLP and other exchange programs. Congratulations.

- **Annette Green Alvarez**, Executive Director, Global Ties Miami
- **Janine Branch**, Program Officer, FHI360
- **Susan Cabiati**, (Retired) Senior Vice President, Meridian International Center
- **Peggy Parfenoff**, President, WorldChicago
- **Jacquelyn Shipe**, CEO, Global Ties Alabama
- **Wendy Williams**, Board Member, Citizen Diplomacy International

We also want to acknowledge all our colleagues at the Office of International Visitors (OIV), Community-Based Members (CBMs), and National Program Agencies (NPAs) who celebrated 10 or more years of service to the IVLP in 2021.

- **40 OIV colleagues**
- **75+ CBM leaders, programmers, and board members**
- **And more than 20 NPA colleagues**

IVLP Alumni Award for Social Innovation and Change

The annual Global Ties U.S. IVLP Alumni Award for Social Innovation and Change recognizes alumni of the International Visitor Leadership Program (IVLP) for innovation in driving social change in their home communities.

Congratulations to **Saad Abid** of Morocco and **Raisa Banfield** of Panama, recipients of our 2021 award, for their work to combat climate change and protect the environment.

The award is sponsored by Global Ties U.S. Advisory Council member **Vicente López-Ibor Mayor**, an IVLP alumnus and Honorary President of Via-Circulo Jefferson in Spain.
Our Network: U.S.-Based Members

Turned $11.6 million in federal funding into $93.4 million in economic activity

For every $1 in federal funding for the IVLP, our Network raised $7.99

100 volunteers provided 168,536 hours of service

Honolulu, HI
I was skeptical about whether the virtual meeting format would facilitate the same genuine connection between resources and visitors as in-person meetings, as glowing screens, time zones, and the thousands of miles separating our parties might make the conversation feel unnatural or awkward or be interrupted by tech issues. To my relief, both meetings flowed smoothly with all participants responding positively to what was still, at the end of the day, a truly unique opportunity for them.
— Erin Hoshibata, Pacific & Asian Affairs Council
As purveyors of information, it is incumbent upon all of us to portray an accurate depiction of the United States by exposing visitors to different communities, particularly those of color, and ideas that will help them shape their perspective of the nation and its citizenry. If we can engage international visitors with such compassion, we can certainly expand our outreach to Black and Brown professionals in this country to establish relationships and cultivate a more diverse array of resources for participants who can exchange ideas on a range of topics. — Crystal Kelch, MCID Washington

Our lesson learned? Persist. Give everyone a chance. We’ve produced excellent programming for in-person programs. There is no reason in the world that we won’t do the same in the virtual setting. — Janice Weiner, Council for International Visitors to Iowa Cities (former)

As the only CBM at an HBCU, the International Visitors Center of Jackson prides ourselves on showcasing our staff, faculty, and students’ work to our numerous visitors from around the world. — Sreenath Panchagnula, International Visitors Center of Jackson
Our Network: International Members & Affiliates

120+ Members

50 States

20 Countries

For a full list of our members, visit: www.gties.us/Network
The ability to send people on exchanges helps build durable relationships for the long term. Exchange participants remember and value their exchange experiences and the Americans who made them happen, whether they met those Americans in London, Kinshasa, St. Louis or Seattle. As we celebrate sixty years of service to exchanges, we recall with pride that the Global Ties Network across this country is what makes us unique and necessary.

– Ambassador Richard LeBaron, Global Ties U.S. Advisory Council Member
### Financial Snapshot

#### Consolidated Statements of Financial Position

Year ended September 30, 2020*

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<td>Accounts Payable &amp; Accrued Expenses</td>
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<td>Without Donor Restrictions</td>
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<tr>
<td>With Donor Restrictions</td>
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<tr>
<td><strong>Total net assets</strong></td>
<td><strong>$994,938</strong></td>
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**TOTAL LIABILITIES AND NET ASSETS**

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<td></td>
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*This is an unaudited financial snapshot.*
## Consolidated Statement of Activities

**Year ended September 30, 2020**

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<th>Without Donor Restrictions</th>
<th>With Donor Restrictions</th>
<th>Total</th>
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<td><strong>REVENUE, SUPPORT, AND GRANTS</strong></td>
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<td>Membership Programs and Services</td>
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<tr>
<td>Net Assets - End of Year</td>
<td>$796,377</td>
<td>$198,561</td>
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</table>
Support Our Work

We rely on – and are extraordinarily grateful to – donors who help us meet our mission.

Global Ties U.S. is a registered 501(c)3 organization (EIN: 52-0848094) and contributions are tax deductible. Donate at www.globaltiesus.org/support-our-work

Where to Give

Citizen Diplomacy Fund

We help nearly 90 communities across the United States connect to the world through international exchange. Contributions directly support our mission, helping us equip local leaders for their roles as our country’s citizen ambassadors, respond to emerging needs including COVID-19 and its ongoing impact on exchange programs, and mobilize our Network to communicate the powerful impact of citizen-led engagement in foreign affairs.

The Sherry Mueller Endowment

This fund supports the Global Ties U.S. internship program, providing meaningful professional experiences for globally minded students to succeed in an increasingly transnational workplace, and advocacy initiatives that ensure that the voice of the Global Ties Network is heard. Gifts to the endowment represent a permanent investment in the future of Global Ties U.S.

Emerging Leaders Program

The Emerging Leaders program is 100% funded by donors, and helps prepare a diverse new generation of young people for careers in public diplomacy and international exchange. This unique leadership program provides professional development, mentoring, and connections, catalyzing the global careers of emerging leaders who represent the talent and rich diversity in all corners of the country.

Our program includes more than 150 alumni who have pursued careers, leadership roles, and higher education in globally focused fields and remain connected to our program and Network to mentor and support current participants.

I feel supported as an Emerging Leader in a greater network focused on diplomacy, foreign policy, and international relations. I was able to realize how big the network actually is and how many career routes there are within the field.

– Emerging Leader Alum

The 2021 cohort of Emerging Leaders attend a networking session at the virtual National Meeting.
A Letter from Jacqueline Miller
Chair, Global Ties U.S. Board of Directors

This past year has been defined by disruption. But from these unprecedented challenges, the Global Ties Network created opportunities, both big and small, to come together in new ways, to work in new ways, and to showcase the rich diversity and fundamental values of the United States as we celebrated 60 years of making connections that build a more prosperous world.

In January, following the insurrection on the U.S. Capitol, our Network members recommitted to our shared missions to advance dialogue between local and global communities through international exchange. At a time of such uncertainty and turmoil, these connections were essential.

In March, we gathered online for the virtual National Meeting to celebrate 60 years of promoting excellence in citizen diplomacy and exchange. The Global Ties U.S. team did an outstanding job taking our flagship annual meeting and making it a meaningful virtual opportunity to hear from leaders around the country, including U.S. Secretary of State Anthony Blinken and Special Climate Envoy John Kerry.

In May, we launched the first-ever Global Ties Network Diversity, Equity, and Inclusion Working Group. With 20 members representing eight National Program Agencies (NPAs), 11 Community-Based Members (CBMs), and one representative from the Office of International Visitors (OIV) at the U.S. Department of State, this group will help us rethink how we represent the United States to the world and how we represent ourselves in our communities. It is vital work.

In September, we celebrated the most diverse cohort of USA Pavilion Youth Ambassadors on record. Our CBMs identified these 75 "Faces of America" who collectively represent 46 U.S. states and the District of Columbia, speak 24 languages, and encompass professional and academic experiences in a wide array of fields including political science, engineering, economics, and landscape design. They highlight how our diversity is our strength.

These are just a few examples of how our Network creates indelible positive change in communities within the United States and the world, and continues to fulfill our call to service from President Kennedy 60 years ago.

Throughout the pandemic, I have seen our Network come together in frequent, informal Zoom sessions to compare best practices, share challenges, and boost each other up. We've had to completely rewrite how our exchange programs are carried out, rethink our events and operations, and recommit to our collective missions. We have supported each other, cheered each other on, and strengthened the Network despite the profound disruptions of the last many months.

It is a privilege to be part of this Network and serve as Board Chair. I have learned so much from my predecessors and my fellow trustees, and enjoy working with Katherine Brown, Ph.D. and the exceptional team of professionals at Global Ties U.S. They have been instrumental in keeping the Network going. I look forward to continue working with you all in 2022 to build the relationships and trust needed to address global challenges.

Jacqueline Miller
Chair, Global Ties U.S. Board of Directors
President & CEO, World Affairs Council - Seattle
Program Partners

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Alexander & Sharon Durtka
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Akram Elias, Capital Communications Group

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Ambassador Richard LeBaron, Atlantic Council

Vicente López-Ibor Mayor, EJI - López-Ibor Mayor & Associates

Kyle Moyer, Kyle Moyer & Company

Sherry Mueller, Ph.D., Public Diplomacy Council

Anthony Shop, Social Driver

Ambassador Kathleen Stephens, Korea Economic Institute of America

Ambassador Barbara Stephenson, University of North Carolina at Chapel Hill

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John Zogby, Zogby International

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Cherie Bennett, Program Associate, Exchange Programs

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Christian Caudill, Senior Associate, External Affairs

Judy Donner, Senior Program Manager, Procurement & Programming

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