experience for the global workplace
In January 2011, we began the merger of like-minded nonprofits with the steadfast belief that our combined resources would enable us to offer life-changing exchange experiences to a broader audience.

Today, we stand stronger and with more opportunity than ever before. We have successfully ushered in a new age; having blended the diverse legacies of our previous organizations and forged a new, distinctive identity as Cultural Vistas.

In two years time, our stake within the exchange community has grown exponentially, and we have extended our global reach further than either predecessor could have independently.

Reflecting on 2012, it was another year of significant achievement. We are delighted to report our programs impacted the lives of 5,205 individuals from more than 120 different countries. Since our merger, we have diversified our program portfolio and have now seen nearly 30 percent growth in our overall participant numbers – a true testament to how far we have come and the breadth of today’s organization.

These strides allowed us to use our own funds to make a significant investment in our mission in November 2012 with the establishment of the Cultural Vistas Fellowship. Through this initiative, we provide funding to seven students, most of whom have never stepped foot outside American soil, to intern in Berlin, Buenos Aires, and Singapore for eight weeks during the summer of 2013.

Another milestone was achieved as Cultural Vistas completed its first year as a National Program Agency for the International Visitor Leadership Program (IVLP) in 2012. Through the IVLP, the Department of State’s premier professional exchange program, we welcomed 233 current and emerging leaders from all over the world to the United States, where they met with individuals from all walks of life and gained exposure to an American perspective on the issues on which they are working.

Enhancing cross-cultural understanding and fostering personal and professional development remain at the heart of our Intern and Trainee programs, which saw continued growth in bringing international participants from six continents and 121 different nations to the United States. Meanwhile, our ongoing efforts to inspire more Americans to become citizens of the world continue to grow as we sent students and professionals to 20 different countries across our array of international internship and fellowship programs.

As we entered 2013, we have already made significant efforts to build upon and sustain the growth achieved thus far. I am pleased to share that Cultural Vistas is extending its footprint within Europe by opening a new satellite office in Berlin.

We are committed to empowering individuals and impacting lives through international exchange. I am honored and humbled to work alongside a driven and dedicated staff, who delivers extraordinary impact every day to make that commitment a reality.
Few experiences can rival that of seeing and experiencing firsthand the everyday life and language of another culture.

Cultural Vistas has facilitated professional exchange programs and services for visitors coming to the United States, and Americans seeking overseas experiential learning opportunities, for more than 60 years.

Our nonprofit annually serves students, professionals, and emerging leaders through an array of career-focused internship, practical training, language immersion, and cultural exchange programs in the United States and more than 100 countries around the world.

Cultural Vistas provides experience for the global workplace. These experiences create greater cultural understanding and cooperation to pursue new opportunities and solve key issues facing our world.

**Our Mission**

To enrich minds, advance global skills, build careers, and connect lives through international exchange.

**Our Vision**

To create memorable and transforming global learning opportunities that enrich career and encourage leadership development. We firmly believe that those who travel to other countries to deeply inquire, learn, experience, and understand other cultures and practices will be the ones to lead and succeed in our increasingly interconnected world.
As an organization, we firmly believe that those who travel to other countries to deeply inquire, learn, experience, and understand differences will be the ones to lead and succeed in our increasingly interconnected world.

Cultural Vistas exists to facilitate this kind of inspired learning – both inside and outside the workplace.

Throughout the year, it is our aim to provide an array of enriching learning opportunities and educational events with a common goal — to meaningfully engage our participants, alumni, and partners alike.

Bringing together stakeholders from across our international programs has proved invaluable to all those involved. For participants, it serves as an opportunity to make lasting friendships and build their professional networks. For alumni, it acts as a forum to reconnect with their experience and stay abreast of developments across the exchange community.

For us, it exemplifies our commitment to empowering individuals and impacting lives through international exchange.

In 2012, Cultural Vistas hosted more than 50 formal professional development, networking, and cultural orientation events and activities serving close to 1,000 individuals in 15-plus cities across the United States; and overseas including those held in Berlin and Bonn, Germany; Ontario; and Seoul, among other locations.

More than 20 events and get-togethers were held across the United States for students and professionals participating in our various inbound exchange programs. These events included everything from an alumni-led discussion on the 2012 U.S. election and networking get-togethers to a scavenger hunt in the nation's capital.
Day of Service in Riverside Park

More than 20 Cultural Vistas interns, trainees, and program alumni joined our New York City staff in one of America's finest and longest-standing traditions: volunteerism. The group came together in June of 2012 to give back to the local community by helping with the upkeep of the historic Riverside Park in Manhattan.

GCL Lunch and Learning

Chinese university students participating in our Global Career Launch summer internship program enjoyed an unique opportunity to spend a summer afternoon learning and sharing lunch with Stephan Lang, Deputy Director of the Office of Chinese and Mongolian Affairs at the U.S. Department of State. The afternoon provided a singular opportunity to speak directly with a U.S. official intimately familiar with Chinese affairs.

After answering a series of questions, Deputy Director Lang praised our students for their ambition in stepping out of their comfort zones and seeking to gain "invaluable" cross-cultural experience made available through the GCL program.

"It was my first time meeting someone in such a high-level position in government," said Lillian Zhao, one of the 22 GCL participants who attended the lunch. "It was really interesting to hear and learn about his views and perspective about China. It definitely opened my eyes."

Sixth Annual Alfa Fellowship Alumni Event

More than 40 Alfa Fellows, program alumni, and friends gathered in May of 2012 for the sixth annual Alfa Fellowship Program Alumni Event. Distinguished guests and speakers included Mikhail Fridman, Chairman of the Supervisory Board of the Alfa Group Consortium and Petr Aven, Chairman of the Board of Directors at Alfa Banking Group.

Cultural Vistas worked together with Alfa-Bank representatives to organize this alumni gathering in the nation's capital. Mr. Fridman delivered the keynote address, stating that the destinies of those associated with the Alfa Fellowship Program were joined in the mutual goal of enhancing understanding between our countries – Russia, the United States and the United Kingdom.

OJSC Alfa-Bank is incorporated, focused and based in Russia, and is not affiliated with U.S.-based Alfa Insurance.

A Participant Discussion on U.S. Politics

Interns and trainees from Canada, France, Germany, Ghana, Holland, Italy, Korea, Moldova, Poland, Senegal, and Spain came together in New York City for an engaging discussion on all things U.S. politics in May of 2012.

The talk was led by Cultural Vistas President and CEO Robert Fenstermacher and Trooper Sanders, a former policy adviser to President Clinton and Michelle Obama; as well as an alumnus of the Robert Bosch Foundation Fellowship Program.

Attendees, along with participants from across the country, had the opportunity to ask questions about the U.S. political process and learn more about what they could expect to see in an election year.

The discussion was recorded and subsequently made available to all of our participants. This marked our first foray into incorporating video and virtual components into a live event and will serve as a model for engaging participants moving forward.

Giving Back to the Host Community

The 75 German and 75 American participants in the Congress-Bundestag Youth Exchange for Young Professionals completed service projects in their respective host communities.
Celebrating International Education Week

Since 2009, Cultural Vistas has celebrated International Education Week, by coordinating an event that provides our international interns and trainees with the opportunity to visit a New York City public school and speak about their home culture and customs. In November, our staff accompanied four participants representing Germany, South Korea, and Argentina to two third grade classrooms at P.S. 321 in Brooklyn.

(Re)Discovering Germany

All things Germany were on the agenda for the 55-plus university professionals and faculty who attended our (Re)Discovering Germany workshops held for the first time in Miami and at the University of Michigan in Ann Arbor in the fall of 2012. Cultural Vistas co-hosted these sessions with the German Academic Exchange Service (DAAD) to promote transatlantic cooperation through a variety of study, work, and research programs and initiatives.

Sporting and Cultural Events

In 2012, Cultural Vistas staff hosted more than 150 interns and trainees for various nights of networking and socialization in New York, San Francisco, and Washington, D.C. including two favorite American pastimes: sports and the theater.

RBFAA Weekend in Nation's Capital

In June, more than 160 Robert Bosch Foundation Fellowship alumni gathered in the nation’s capital for a weekend full of activities designed to reconnect them with their transatlantic experience, beginning with a reception at the residence of the German Ambassador to the United States.

WEST Students Learn About U.S.-Korea Relations

In July, several Korea WEST participants visited the U.S. Department of State to learn about the U.S.-Korean relationship from high-ranking State officials and discuss what impressions and cultural insights they have gained during their exchange experiences.

The participants had the opportunity to share their stories of living and interning in the country with Ann Stock, U.S. Assistant Secretary of State for Educational and Cultural Affairs, Robin Lerner, Deputy Assistant Secretary for Private Sector Exchange, and Jennifer Park Stout, former Deputy Assistant Secretary for the East Asian and Pacific Affairs Bureau.

One significant takeaway for the participants was their role in the future.

“They expected us to be the leaders of the next generation, no matter what kinds of fields we were from,” WEST participant Eunbyul Baik said. She added that hearing from her fellow participants was also beneficial. “I was inspired a lot by others and decided to boost myself more to be a better intern.”

The participants came away from the meeting with advice and insights into how to be successful during the remainder of their time in the United States. The discussion helped reinforce a crucial aspect of the Korea WEST program: intercultural understanding.

Such efforts in public diplomacy will ensure a positive relationship between the United States and Korea continues into the foreseeable future.
### Train USA

- **Participants:** 4381
- **Top 8 Participant Home Countries:**
  - 8
  - Out of 104
  - Washington, Illinois, New Jersey, California, New York, Texas, Massachusetts
- **Top Destinations:**
  - 24
  - Mean Age: 70% Male, 30% Female

### International Visitors Leadership Program

- **Participants:** 233
- **Participant Representation by Continent:**
- **Top Fields:**
  - Government & Nonprofit
  - Art, Media & Fashion
  - Business
  - Science & Engineering
  - Economics & Trade
- **Internships Abroad**
  - 1 Germany: 90%
  - 2 Switzerland: 11%
  - 3 France: 7%
  - 4 Argentina: 6%
  - 5 Spain: 3%
- **TOP DESTINATIONS**
  - 1 Germany: 70%
  - 2 Switzerland: 30%
  - 3 France: 10%
  - 4 Argentina: 5%
  - 5 Spain: 0%
- **CBYX**
  - 100% Reciprocal
  - 150 Participants
- **IAESTE US**
  - Inbound: 41
  - Outbound: 27
- **All Others**
  - Bosch
  - WISP
  - EMGIP
  - Open World
  - Halle
  - Windows on America
  - AYL
  - LEAP
  - Teach USA
Introducing the Cultural Vistas Fellowship

Our stake in the future of cultural exchange continues to grow. As a nonprofit, 100 percent of our revenue is reinvested into endeavors that advance our mission. Nowhere is that more evident than in the establishment of the Cultural Vistas Fellowship.

In the fall of 2012, Cultural Vistas’ Board of Directors approved that designated reserve scholarship funds be utilized to establish this initiative aimed at U.S. university students traditionally underrepresented within international exchange.

This represented a significant investment and important next step in our efforts to provide more Americans with meaningful international experience.

In the summer of 2013, the seven-member inaugural class of Cultural Vistas Fellows will enrich their academic learning through eight-week internship and immersion experiences in Argentina, Germany, and Singapore focused on the fellowship’s theme of environmental sustainability.

**For many of these students, this will mark their first time stepping foot outside the United States.**
At a Glance

Professional Exchanges Welcoming International Visitors to the United States

A total of 4,911 international students and professionals representing 121 countries came to the United States through Cultural Vistas' professional exchange programs in 2012.

Germany (19.4%) and Canada (17.9%) represented the two largest sending countries, together accounting for more than 37 percent of the individuals who began exchanges in the United States this past year.

China, India, France, and South Korea were the next highest sending countries, combining to account for 21.6 percent of our exchange visitors.

More than 2,000 U.S. host companies, public and private sector organizations, universities, and U.S. citizens supported exchange by either hosting interns, taking part in meetings reflecting the participants' professional interests, or providing home hospitality for our international visitors.

Hosting Statistics

- 600 new U.S. host organizations with computer science, engineering, and business the top fields
- 285 host families in the United States and overseas opened up their homes to our participants
- 190 different organizations overseas provided internship to American students and professionals
- 72 U.S. colleges and universities hosted and provided academic training to international participants

Professional Exchanges Providing Americans International Experiences

Cultural Vistas sent 294 Americans to 20 different countries, including Argentina, Brazil, China, France, Germany, Japan, Russia, Spain, Switzerland, and the United Kingdom among others across our array of internship and fellowship programs in 2012.

Germany continues to be the top destination thanks much in part to our role in administering two prestigious transatlantic initiatives: the Congress-Bundestag Youth Exchange for Young Professionals and the Robert Bosch Foundation Fellowship Program.

- Approximately 67% of our outbound participants went to Germany, with the next highest country concentration in Japan at 11%.
- More than 56% of our outbound participants studied and interned overseas through grants and funded programs.
- Another 11.5% received financial support from the Cultural Vistas Scholarship Fund to support low and unpaid internships in Europe and South America.

Annual Growth in Participant Numbers

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
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<tbody>
<tr>
<td>2010</td>
<td>3981</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>4674</td>
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</tr>
<tr>
<td>2012</td>
<td>5205</td>
<td>11%</td>
</tr>
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</table>
In 2012, Cultural Vistas successfully completed its first year serving as a National Program Agency for the U.S. Department of State’s premier professional exchange program – the International Visitor Leadership Program.

Over the course of the year, our D.C.-based office designed and administered short-term experiences for 233 current and emerging foreign leaders representing 66 different countries and 6 continents.

Our visitors met with representatives from more than 700 agencies, organizations and businesses while in the United States and received exposure to an American perspective on the issues on which they are working – including everything from agricultural production and mining safety to the protection of Lesbian, Gay, Bisexual, and Transgender rights.

The Robert Bosch Foundation Fellowship Program sent 19 Americans to Germany as part of this longstanding, year-long professional development program aimed at fostering transatlantic relations.

The Alfa Fellowship Program, which Cultural Vistas has administered in the United States since 2004 and in the United Kingdom since 2012, sent its 10th class of fellows to Russia for the 2012-2013 program year.

The group, consisting of seven Americans and five Britons, began intensive Russian language training in their hometowns, which continued in Moscow and preceded professional work assignments. Fellows spent a total of 11 months in-country.

During this period, the Alfa Fellows took part in a series of regional excursions and seminars. A highlight of their program year was a meeting in Moscow with Michael McFaul, the U.S. Ambassador to Russia.

Ten community college students undertook a one-month language course followed by a two-month internship in Germany through the Work Immersion Study Program, sponsored by the German State of Baden-Wuerttemberg.

In 2012, the three-month immersion program assumed a new title, the Baden-Württemberg STIPENDIUM for Vocationally Qualified People "Work Immersion Study Program", and new focus: targeting college students in vocational fields.
The Halle Foundation Fellowship Program, in its third and final year, sent 15 students from the state of Georgia to Germany for career-focused three-month internships. As part of this program, each participant received airfare, as well as living and housing stipends.

Cultural Vistas will continue its relationship with the Halle Foundation in 2013 with the introduction of STEM LAUNCH, a funded summer study tour for students and faculty at Spelman and Morehouse Colleges focused on broadening awareness of international career opportunities in STEM fields.

For the second-straight summer, Cultural Vistas administered the American Youth Leadership Program with Japan, a Department of State grant initiative that sent 33 U.S. high school students and educators to Japan to gain a firsthand experience of the nation’s culture and learn about its innovative approaches to environmental conservation.

This three-week experience explored Tokyo, Mt. Fuji, and the Izu Peninsula, and included an array of language learning and cultural workshops, university lectures, and homestays with Japanese families. Upon returning stateside, participants shared their knowledge within their respective communities through service and educational projects, examples of which included a high school participant designing after-school environmental activities for an urban middle school in Harlem and the development of multimedia content by students in Virginia to be included in Japan language and area studies classes in Oregon.

In 2012, Cultural Vistas facilitated international internships for 27 American students in 16 different countries around the world through IAESTE United States. It marked the 63rd year our nonprofit has served as the U.S. affiliate in of the International Association for the Exchange of Students for Technical Experience (IAESTE).

This longstanding reciprocal exchange program with a strong engineering focus also provided opportunities within the United States for 41 technical students and recent graduates from 24 different sending countries.

Our program staff attended the 66th IAESTE Annual Conference in Belfast, Northern Ireland in January 2013 to connect with its 80-plus nation member network, which continues to play an important role in the development of new programming.

Cultural Vistas’ Internship Abroad Placement and Independent Work Authorization programs saw 100 individuals advance their career pursuits through internships in six different countries, including Argentina, Chile, France, Germany, Spain, and Switzerland.

More than a quarter of those participants came from formalized partnerships that Cultural Vistas maintains with the University of Michigan, Yale University, Michigan State University and the College of Charleston.

Ninety-three Chinese university students gained a first-hand experience of U.S. life and culture through summer internships in Chicago, San Francisco, and Washington, D.C. as part of the Global Career Launch (GCL) program in 2012. For all GCL participants, Cultural Vistas has designated in-city staff, arranges housing, and provides in-person orientations, city tours, and cultural activities.
The Congress-Bundestag Youth Exchange for Young Professionals completed its 28th year, sending 75 Americans to Germany and 75 Germans to the United States for a year of language training, work, and university studies abroad.

Five German CBYX participants interned on Capitol Hill in the offices of the following representatives for six weeks as part of the Congressional Internship Program.

- Rep. Russ Carnahan (D – MO, 3rd)
- Rep. Chris Gibson (R – NY, 20th)
- Rep. John Shimkus (R – IL, 19th)
- Rep. Ben Chandler (D – KY, 6th)

In 2012, the Émigré Memorial German Internship Program sent three fellows – all of which received scholarship support from Cultural Vistas – to intern in German State Parliaments.

The Korea WEST (Work, English Study, Travel) provided 151 South Korean students and young professionals the opportunity to enrich their academic studies and advance their careers in the United States. Following four months of English language training, WEST participants gained internship experience with 84 different hosts in 14 states, including notable placements at the USDA, Johns Hopkins University, the International Rescue Committee, and NBC Learn.

Korea WEST staff held a total of 13 in-person activities and meeting for participants, including pre-departure orientations in Seoul and stateside in New York, San Diego, and Washington, D.C.

Cultural Vistas' Train USA program saw 4,381 international interns and trainees representing more than 100 countries participate in career-building exchange programs in the United States.

This continued growth was aided by new and longstanding partnerships with universities in Canada, including the University of Waterloo, as well as the Canadian Association for Co-operative Education.

Nearly 600 new organizations began hosting interns and trainees in 2012 with computer science, engineering, and business continuing to represent the top fields of study.

Over the course of the year, Train USA staff held 19 in-person orientations in Bonn, Germany; Waterloo, Canada; San Francisco; Tulsa, Okla.; Farmington, Conn. and New York City. Moreover, a total of 10 participant events were held in cities across the United States.

To support and maintain the growth of its inbound programs, Cultural Vistas expanded operations focused on providing internship placement services from a one to four-member staff. In 2012, Cultural Vistas secured internship placements for approximately 270 students and young professionals.

It also introduced Placement USA (PLUS), an add-on to existing Intern and Trainee sponsorship services. Through PLUS, Cultural Vistas is working in cooperation with universities and government organizations to offer career-focused internship placements for qualified international candidates at established U.S. organizations.
At Cultural Vistas, we pride ourselves on creating new and dynamic means of increasing cultural understanding through our various grant programs, civic-minded projects, and collaborative initiatives.

**American Youth Leadership Program with Singapore & Malaysia**

Building off success administering programs with Japan in 2011 and 2012, Cultural Vistas was awarded a grant from the Department of State’s Bureau of Educational and Cultural Affairs to run a youth leadership program in Malaysia and Singapore during the summers of 2013 and 2014. The goal of this new program is to expose high school students and educators to U.S.-Singapore and U.S.-Malaysia relations through the lens of the effect of sustainable development on urban planning.

**Long-Term Education Administrators Program**

Cultural Vistas welcomed 14 Japanese higher-education professionals between the ages of 25 and 41 in April as part of the Long-Term Education Administrators Program (LEAP). LEAP was facilitated in conjunction with the Institute for Japan International Practical Training and was sponsored by Japan’s Ministry of Education, Culture, Sports, Science, and Technology.

The participants, who arrived in Washington, D.C. in April 2012, took part in three months of intensive English language training and seminars on the internationalization of U.S. higher education at the University of Maryland. In July, the group began full-time internships within university offices from coast to coast. The participants reconvened for a final week in Washington, D.C., where they made final presentations about their research interests and program experience.
Making an Impact

Enhancing Careers & Supporting Tomorrow's Global Leaders

The Cultural Vistas Scholarship Fund plays a vital role in developing diverse and globally competent young Americans. It is an important source of financial aid for individuals participating in unpaid internships abroad as the stipends offset the costs of living and often help fund international travel, rent, or language courses that would otherwise not be possible.

In 2012, 34 American citizens and permanent residents of the United States received scholarships totaling almost $38,000 to support low or unpaid internships in Europe and South America. Additionally, Cultural Vistas awarded eight stipends to individuals to participate in German language courses. Since 2000, more than 350 cash scholarships have been awarded to Americans seeking to advance their careers overseas, while more than 60 individuals have received free language courses. Moreover, 167 individuals studied and interned overseas in Germany, Russia, and Japan through grants and funded programs.

In Their Own Words

“I am sincerely grateful for the opportunity that the Alfa Fellowship has proven to be. It has turned out to be a really one-of-a-kind experience in offering young specialists the opportunity to expand their understanding of Russia and gain practical on the ground experience. I have benefited in so many ways, including in the vast improvement of my Russian language skills, expansion of my professional network, publication opportunities, and growth in my understanding of Russian policy as it pertains to my field.”

– Andrew Riedy, Alfa Fellow

“We enjoy the benefits of multiple different perspectives related to design and development. We also benefit from the previous skill sets and experiences that interns and trainees bring into our company. In addition, we have a culture of learning & teaching at Rokk3r Labs. As a result, with international interns and trainees we get to learn from and teach each other!”

– Naheem Charania, Chief Strategist at Rokk3r Labs; hosting trainees from the University of Waterloo

“My training program in the USA, allowed me to embrace one of the best experiences in my life. During this program I met highly skilled talented professionals that guided me to an innovative way of thinking and helped me to achieve a creative and self-motivated attitude in my job.

At the same time, I improved my English skills and I had the opportunity to learn more about American history and culture. I would rate my overall experience on the training program as excellent, and I want to thank Cultural Vistas for all help and support. My experience has provided me with new abilities and opportunities. As a result, I got a promotion in my current job! My training at United States Pharmacopoeia was the best opportunity of my life.”

– Nadia Chacra, J-1 Trainee and Brazil native
The world is more interconnected than ever before.

In the past three years, Cultural Vistas has implemented new program models, including those utilized in the American Youth Leadership Program with Japan and the recently-launched Cultural Vistas Fellowship, that employ online and virtual learning platforms to increase collaboration among participants; and inspire a more active and engaged exchange experience.

Our nonprofit also continues to embrace the significant role social media and storytelling play in an organization’s overall success. As a communication channel, Cultural Vistas’ online communities have created a host of new ways to inform, listen, learn from, and engage stakeholders in real-time.

These communities make it easy to share the impact of our programs, while providing a convenient forum for our American and international alumni to stay connected with us and each other.

What They’re Saying

Diplomats, educators, experts, and alumni alike – they are all part of the personal experience as Cultural Vistas helps individuals connect with the world around them. Here is a glimpse into what folks have been saying about their experiences in 2012.
Students in our Korea WEST program spent an afternoon with Ann Stock, U.S. Assistant Secretary of State for Educational and Cultural Affairs, and State Department officials learning more about the relationship between the United States and South Korea.

**Ann Stock @ECA_AS**

“We learned a lot from them too.”

MT: @CulturalVistas: Members of our KoreaWEST pgrm learning from @AnnatState & co

**MT: @CulturalVistas: Members of our KoreaWEST pgrm learning from @AnnatState & co**

**Thom Woodroofe @thomwoodroofe**

“Flying off to Washington, New York, Texas, Oregon & Hawaii for three weeks with the US @StateDept on #IVLP”

**Michael McFaul @McFaul**

“Great discussion. Hard but interesting questions.”

RT @AlfaFellowship @McFaul Thanks for hosting the tenth group of Alfa Fellows on Friday!

**Max Solomon @Lilsonic101**

“When coming back from Japan I not only came back with greater knowledge but I also came back a new person. This was all thanks to @CulturalVistas”

**Thomas Woodroofe is a 2012 alumnus of the International Visitor Leadership Program**

**Max Solomon is a 2012 alumnus of American Youth Leadership Program**

**Elisa Sarmiento Flores is a native of the Philippines and 2012 alumna in the International Visitors Leadership Program**

**Elisa Sarmiento Flores**

“Thank you Cultural Vistas and your partners for creating very useful and appropriate programs. The Resource Persons gave us fresh ideas and programs we could definitely apply in our country. Though we may have end our program today in the U.S., this shall mark the beginning of new programs in our country!”
A diverse and dynamic board. Cultural Vistas' board of directors guides the overall philosophy and direction of the organization and reflects the global reach of our programs and initiatives. Our diverse and accomplished board includes former ambassadors, leaders of the NGO and business communities, university administrators and professionals who closely monitor government relations, organizational policy, finance and programs. Cultural Vistas' board members are committed to the common goal of enhancing careers and building cultural understanding through life-changing exchange experiences.

**Chair:** Mr. Karl Geercken
Partner, Alston & Bird, LLP

**Vice Chair:** Mr. Jeffrey Reinke
Chief of Staff to President, Council on Foreign Relations

**Treasurer:** Ms. Connie Askin
Vice President, Development Operations, City Year

**Secretary:** Mr. Jim Thomas
Founder & CEO, Itemize Corp.

**Members:**
- Amb. Fred Bush
Consultant, Keystone Center
- Mr. Alpha Conteh
Controller, Harlem Children’s Zone
- Dr. Hans Decker
Columbia University and CEO (Ret.) Siemens Corporation
- Mr. Robert Fenstermacher
President and CEO, Cultural Vistas
(ex officio member)
- Ms. Helga Flores-Trejo
Principal External Relations Advisor for Sustainability, Inter-American Development Bank
- Mr. Robert Gordon
President, R. Gordon Associates LLC
- Mr. Kevin Gully
Principal, Hewlett-Packard
- Dr. Marcelo Knobel
Dean of Undergraduate Programs and Professor of Physics
Universidade Estadual de Campinas (Brazil)
- Ms. Noel Kreicker
Intercultural Relations Consultant (Ret.)
- Mr. Aslam Masood
CFO, KabaFusion Holdings, LLC
- Dr. Cheryl A. Matherly
Associate Provost for Global Education, University of Tulsa
- Mr. Charles Meier
Director, Global Reengineering, Citigroup
- Ms. Phyllis Mitchell
Sr. Global Mobility Specialist, Anadarko Petroleum Corporation
- Mr. Gerd D. Mueller
CFO (Ret.), Bayer Corporation
- Ms. Jacqueline Renner
President, Franke Kitchen Systems Americas
- Mr. Howard Wallack
Director, Global Member Programs, Society for Human Resources Management
- Dr. Andreas Winkler
Senior Advisor, Pan African University, African Union Commission, Addis Ababa, Deutsch Gesellschaft für Internationale Zusammenarbeit (GIZ)
In late 2010, CDS International, Inc. (“CDS”), a New York not-for-profit corporation founded in 1968, merged with and into the Association for International Practical Training, Inc. (“AIPT”), also a New York not-for-profit corporation, founded in 1963. The merger was effected pursuant to Article 9 of the New York Not-For-Profit Corporation Law. The merger was accounted for as a merger of equals which resulted in combining the carrying value of each entity’s assets, liabilities and net assets as of December 31, 2010 to the surviving entity (AIPT) as of January 1, 2011. Simultaneous with the merger, AIPT changed its name to AIPT-CDS, Inc., further reflecting the process as a merger of equals. Subsequently, the Board of Directors of AIPT-CDS, Inc. determined that the newly-merged organization should change its name to Cultural Vistas, Inc., a name deemed to reflect the organization’s newly-expanded mission and purpose. The name change to Cultural Vistas, Inc. was effective as of May 23, 2011.

Cultural Vistas provides international exchange opportunities that strengthen global networks, enhance professional skills and advance mutual understanding in an interconnected world. The organization possesses 60 years of exchange experience working with more than 100,000 participants from over 120 countries around the world. Cultural Vistas is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code and is classified as a publically supported organization under Section 509(a). Contributions to Cultural Vistas for its exempt purposes and mission are tax deductible.

Cultural Vistas maintains very low overhead, with over 87% of our expenses being directly attributed to program services, while only 13% of every dollar is spent on management and support services for the year ended December 31, 2012. Roughly 50% of Cultural Vistas’ revenue is derived from program-related administrative fees; the other 50% is from individual, corporate, and government direct support of specific program-related expenses. Cultural Vistas has Scholarship Funds in excess of $1 million, to support Americans participating in our international internship opportunities. As of December 31, 2012, the permanently endowed portions of the Scholarship Funds totaled $617,262; the Board of Directors has also designated $585,565 of our net assets specifically for the purpose of supporting international exchange opportunities for Americans.

Marks Paneth & Shron LLP (MPS) conducted an audit of and issued an unmodified opinion on Cultural Vistas’ financial statements (summarized below), in accordance with auditing standards generally accepted in the United States of America. In addition, MPS conducted its audit in accordance with OMB Circular A-133. Complete audited statements are available on the Cultural Vistas website or upon request.

### Financials

**Statement of Financial Position as of December 31, 2012**

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<tr>
<th>Assets</th>
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<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>1,894,424</td>
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<tr>
<td>Property and equipment</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td>$9,706,720</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>$2,260,845</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total current liabilities</td>
<td>2,260,845</td>
</tr>
<tr>
<td>Net assets—unrestricted operating</td>
<td>6,147,876</td>
</tr>
<tr>
<td>Net assets—Board-designated</td>
<td>585,565</td>
</tr>
<tr>
<td>Scholarship Fund Net assets—temporarily restricted</td>
<td>95,172</td>
</tr>
<tr>
<td>Net assets—permanently restricted Scholarship Fund</td>
<td>614,402</td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td>$9,706,720</td>
</tr>
</tbody>
</table>

**Statement of Activities: Year ending December 31, 2012**

<table>
<thead>
<tr>
<th>Operating Support and Revenue</th>
<th>$7,004,687</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program administration fees</td>
<td>7,004,687</td>
</tr>
<tr>
<td>Program revenues</td>
<td>3,347,684</td>
</tr>
<tr>
<td>Government contracts</td>
<td>3,582,128</td>
</tr>
<tr>
<td>Contributions</td>
<td>32,523</td>
</tr>
<tr>
<td><strong>Total Operating Support and Revenue</strong></td>
<td>$13,967,022</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Expenses</th>
<th>$11,787,552</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program services</td>
<td>11,787,552</td>
</tr>
<tr>
<td>Management and general</td>
<td>1,686,365</td>
</tr>
<tr>
<td>Fundraising</td>
<td>13,815</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>$13,487,732</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net assets, beginning of year</th>
<th>$6,485,636</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net assets, end of year</strong></td>
<td>$7,445,875</td>
</tr>
</tbody>
</table>

| Unrestricted operating                       | 6,147,876  |
| Board-designated                             | 585,565    |
| Temporarily restricted                        | 95,172     |
| Permanently restricted                        | 617,262    |
This annual review was printed on New Leaf Reincarnation Gloss stock in 100# cover and 100# text weights using a sheet-fed press and five ink process (cmyk + pms warm gray nine) flood soft-touch aqueous and spot gloss UV coatings.

Images: Nearly all photographs selected for this report were curated from participant submissions.

Copy: Anthony Naglieri
Design: Jeremiah Berger

Mosaic printed this report using energy supplied by wind power generation.

Environmental Benefits Statement:
By printing on New Leaf Reincarnation Gloss stock, which contains 60% post-consumer waste, is processed chlorine-free, and is manufactured using Green-e® certified renewable energy offsets, over virgin fiber the following savings were made. These calculations are based on research by the Environmental Defense Fund and other members of the Paper Task Force.

<table>
<thead>
<tr>
<th>Environmental Benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 fully-grown trees</td>
</tr>
<tr>
<td>839 gallons of water</td>
</tr>
<tr>
<td>800,000 BTUs</td>
</tr>
<tr>
<td>56 pounds of solid waste</td>
</tr>
<tr>
<td>155 pounds of greenhouse gases</td>
</tr>
</tbody>
</table>