

Chairman's Report

In 2009, the USTTI celebrated a momentous benchmark when we honored our 8,000th graduate Ms. Irene Niyonambaza, an engineer and ICT expert from Rwanda's Utilities Regulatory Agency (RURA). By honoring Ms. Niyonambaza, we also highlighted the enlightened ICT vision, effective spectrum management and pro-competitive policies of Rwanda's President, who, like many leaders from the developing world, recognize that ICT deployment can generate unlimited economic development and humanitarian benefits for even the poorest developing countries.

During our 27th training year, USTTI received an all-time record number of applications – 12,579 – for our diverse, 77 tuition-free courses. This overwhelming response to the USTTI's 2009 curriculum confirmed the

compelling need and popularity of USTTI's training for women and men who are working in 168 developing countries to make modern communications a reality for their countrymen.

In 2010, the federal and corporate members of the USTTI Board of Directors have expanded the USTTI's curriculum so that we can continue to empower officials and entrepreneurs who are aggressively working to maximize ICT deployment in their developing countries. The USTTI's ability to maintain our energetic global outreach is made possible through the support of hundreds of "USTTI volunteer professors" – communications experts who year-after-year donate their time and expertise to making the USTTI's training possible. To these dedicated members of the USTTI team, we say a sincere "thank you."

Michael R. Gardner
Chairman, USTTI



USTTI Chairman, Ambassador Michael R. Gardner (far left) honors Ms. Irene Niyonambaza as the USTTI's 8,000th graduate. Ms. Niyonambaza, (second from left), an ICT Infrastructure Officer with the Rwanda Utilities Regulatory Agency (RURA) was recognized during a ceremony at USTTI's office in Washington, DC for her commitment to building Rwanda's burgeoning ICT infrastructure. Joining Ambassador Gardner to commemorate this historic milestone in USTTI's 27 year history were USTTI Board members (left to right): Frank C. Weaver, The Boeing Company; Michael T. McMenam, Alcatel-Lucent; Michael Regan, News Corporation; NTIA Administrator Lawrence E. Strickling, U.S. Department of Commerce; Peter Pitsch, Intel Corporation; and Ambassador Philip L. Verveer, U.S. Department of State.

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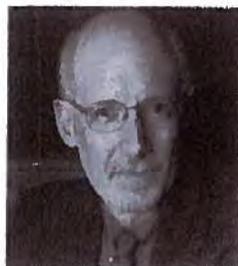
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United States Telecommunications Training Institute

BACKGROUND

The United States Telecommunications Training Institute (USTTI) is a non-profit public-private partnership between senior federal officials and leaders of the U.S. information and communication technology (ICT) and broadcast industries. The goal of this collaborative effort is to share the United States' technological and managerial advances with qualified women and men who regulate and maintain ICT infrastructures throughout the developing world. The USTTI's comprehensive array of intensive tuition-free training courses are made possible by the support of federal and private board members, as well as hundreds of volunteer trainers across the country.

Michael R. Gardner, United States Ambassador to the International Telecommunication Union (ITU) Plenipotentiary Conference in Nairobi, Kenya, established the USTTI in 1982 to address the compelling need in developing countries for senior-level technical and managerial training in all areas of communication. In preparation for the Nairobi ITU Conference, Ambassador Gardner asked leaders of major, and often competing, U.S. communications corporations to join together with senior U.S. Government officials to provide tuition-free training for qualified communications professionals, regulators, and entrepreneurs from the developing world. Government officials and U.S. industry leaders enthusiastically responded with the USTTI's first curriculum offering in 1983, which featured 13 courses.

Joining Ambassador Gardner as founding members of the USTTI were: William McGowan, founder of MCI Communications; Dr. Joseph Charyk, Chairman of the Board and first President of the Communications Satellite Corporation (COMSAT); Charles Wick, the Director of the United States Information Agency (USIA) during the 1980s; Dick Nichols, Vice-President of AT&T International; and Harrison "Jack" Schmitt, former United States



Senior satellite policy makers, regulators and engineers gather for a photo during their graduation ceremony from Intelsat's rigorous "Satellite Communications Primer" course, held in Ellenwood, GA. Pictured with the USTTI graduates are Gonzalo DeDios (back row, far right), Intelsat's Director of Regulatory Affairs and Assistant General Counsel and Annette Purvis (seated center), Intelsat's Senior Regulatory Affairs Specialist. Since 2001, Intelsat has conducted 19 tuition-free courses for 270 individuals from 89 nations throughout the developing world. Kalpak S. Gude (back row, left), Vice President and Deputy General Counsel, represents Intelsat on the USTTI Board of Directors.

Senator from New Mexico and the twelfth man to walk on the moon.

USTTI TODAY

Since first offering 13 tuition-free courses in 1983, the USTTI has expanded its curriculum to provide 86 diverse courses in 2010. Thanks to the steadfast support of USTTI corporate and government Board members, as well as vital contributions from universities, medical institutions, and others in the U.S. ICT arena, the USTTI has incorporated the latest technological developments in its 2010 curriculum to ensure its relevance for the developing world.

Corporate Board members of the USTTI are: Ghassan Abdo, The Hewlett-Packard Company; Diane Cornell, Inmarsat, Inc.; Kalpak S. Gude, Intelsat; Paul Kenefick, Alcatel-Lucent; Eric H. Loeb, AT&T; Sean P. Murphy, QUALCOMM Incorporated; Dr. Robert Pepper, Cisco Systems, Inc.; Peter Pitsch, Intel Corporation; Michael Regan, News Corporation; Jacquelynn Ruff, Verizon; Lynn St. Amour, The Internet Society (ISOC); Shane Tews, VeriSign, Inc.; and Frank C. Weaver, The Boeing Company. USTTI Board companies provide tuition free training at their corporate facilities, finance

the general overhead costs of the USTTI, and designate a senior executive to serve on USTTI's Board of Directors.

Senior communications officials from the Federal Government also play a critical role in the success of the USTTI, and are represented on the USTTI Board of Directors by: Julius M. Genachowski, Chairman of the Federal Communications Commission (FCC), Lawrence E. Strickling, Assistant Secretary for Communications and Information and Administrator of the National Telecommunications & Information Administration (NTIA), and Ambassador Philip L. Verveer, Deputy Assistant Secretary of State and United States Coordinator for International Communications and Information Policy, U.S. Department of State. These federal leaders actively involve their agencies in important training outreach for the USTTI. Through their participation, and that of other officials in the Executive Branch and Congress, the U.S. Government has been a full partner since 1982 with private industry to accomplish USTTI training goals.

In addition to their leadership on the USTTI Board of Directors, U.S. Government officials and their departments and agencies



Since 1982, the USTTI has served as a robust and efficient joint venture between leading ICT corporations and key officials from the federal government who collaborate to advance the USTTI's mission of global growth through communications sharing. The USTTI's dynamic partnership between industry and government was evident at a recent meeting of the USTTI Board of Directors, where the following USTTI Board members gathered to plan the 2010 training curriculum: (from left to right) Eric Loeb, AT&T; Paul Kenefick, Alcatel-Lucent; Lynn St. Amour, The Internet Society; USTTI Chairman Michael R. Gardner; Jaquelynn Ruff, Verizon; Peter Pitsch, Intel Corporation; FCC Chairman Julius Genachowski; Sean Murphy, QUALCOMM, Inc.; Dr. Robert Pepper, Cisco Systems, Inc.; Frank C. Weaver, The Boeing Company; and NTIA Deputy Administrator Anna Gomez.

provide significant training as well as other in-kind and scholarship support for USTTI participants. USAID is a vital source of travel and subsistence funding for highly qualified USTTI scholars from less-developed countries. These scholarships are awarded each year through the invaluable assistance of the women and men working in USAID Missions overseas. The FCC provides vital training through its seven courses each year, and plays an important leadership role in special USTTI seminars. The FCC also prints the biennial Participant Handbook, an orientation guide for USTTI trainees. The NTIA offers senior-level spectrum management, ICT policy training, cybersecurity training, and provides an annual grant to help publish the USTTI's Course Catalog and Annual Report. The State Department conducts policy lectures, awards training grants to the USTTI and provides valuable support from State Department officials in developing countries who are vital to processing candidates for USTTI training.

The United States Congress has recognized the significance of the USTTI's global training outreach through special amendments to two legislative acts: the Omnibus Diplomatic Security and Antiterrorism Act of 1986 and the Cable Communications Policy Act of 1984. These amendments explicitly authorize support (including use of staff, other

appropriate resources, and service on the Board of Directors) of USTTI's activities by the State Department, USAID, FCC, and NTIA. In the past and again in 2009, Senator Daniel K. Inouye (D-HI) led a bipartisan Congressional effort to secure travel and subsistence support for USTTI scholars.

"My experience was awesome. I not only had excellent lectures, but also I met nice and excellent people. Thank you very much."

*—Milton Adrian
Alvarez Diaz, Peru*

USTTI TRAINING

To ensure a dynamic learning experience for all USTTI scholars, the Board of Directors is committed to maintaining the diversity of USTTI's cutting-edge curriculum. Instead of operating a costly training center, USTTI offers the vast majority of its tuition-free training in corporate and federal training facilities, laboratories, and television stations that are volunteered by our sponsors across the United States. As a result, the same facilities used for corporate and government in-house training also effectively serve as classrooms for USTTI scholars.

Throughout the past 27 years, the USTTI has offered a total of 1,676 diverse training courses and graduated 8,057 women and men who are the key IT-communications regulatory managers, and service providers in 168 developing countries. As the USTTI enters its 28th year of training, the increased popularity and need for the USTTI's tuition-free training is reinforced by the fact that in 2009, the USTTI's 77-course curriculum attracted 12,571 applications for the 1,005 available training slots, a 12:1 ratio of qualified applicants for each USTTI training slot.

USTTI ORIENTATION

For USTTI scholars, the free exchange of ideas and experiences with professionals from the United States and around the world is critical to maximizing the benefits of USTTI training. This exchange of information begins prior to each training course, with an important orientation session hosted by the USTTI staff in Washington, DC.

USTTI orientations are mandatory and typically held on the last business day prior to the first day of training. During these one-day sessions, USTTI scholars familiarize themselves with topics that may be addressed in training, receive introductory materials, and acquaint themselves with fellow participants. In addition, USTTI orientation sessions often include discussions about communications policy in the U.S. led by government officials, academics, and policy experts from the business or legal community. Importantly, these meetings provide an excellent forum for the exchange of technical, professional and cultural information that is critical for the fulfillment of training objectives.

Orientations also provide the USTTI staff an opportunity to brief scholars on a variety of subjects, including the history and layout of the nation's capital, Washington, DC. To ensure that all USTTI guests are able to fully appreciate the city, the USTTI facilitates a weekend tour of Washington's cultural and historical landmarks. Weekends are flexible to allow trainees to explore Washington or use the day to travel to alternate training cities when necessary.

GRADUATION AND DEPARTURE

Most USTTI training sponsors conduct a graduation ceremony at the conclusion of training, where certificates are awarded to USTTI scholars in recognition of their successful completion of training. At the conclusion of most courses, an oral

and written evaluation of the course is also administered. These evaluations are a reliable means for USTTI graduates to identify additional training needs and ensure that the USTTI curriculum continues to be fully responsive to the emerging technology and policy priorities of officials and entrepreneurs throughout

the developing world. In accordance with the Conditions of Participation form signed at orientation, all USTTI graduates whose travel is subsidized by USTTI grants must return to their home countries in the days immediately following graduation.



Thirteen USTTI scholars pose for a photo with AT&T volunteer trainer Jay Johnson (seventh from left), Director of the AT&T Innovation Center following AT&T's course, "Internet Governance: Issues and Challenges." In 1982, AT&T was a founding member of the USTTI and during the past 27 years, AT&T officials have conducted 43 courses and graduated 620 women and men from the developing world. AT&T Vice President of International External and Regulatory Affairs, Eric H. Loeb, represents the company on the USTTI Board of Directors.

Applicant Information

WHO SHOULD APPLY

ICT (Information Communication Technology) officials; entrepreneurs; broadcasters; and satellite, wireless, telehealth, and emergency communications professionals who are proficient in English and employed in the public or private sector of a developing country are encouraged to apply for USTTI training. While substantial practical experience in a country's communications infrastructure is required for all training, a post-secondary education and/or university degree in telecommunications, broadcasting, management, engineering, or electronics is also beneficial. Educational background, professional experience, achievements, and current job responsibilities must be clearly described in the "Work Experience" section of USTTI's Application for Training. Additionally, candidates should focus on the experience and goals section of the application, as these sections are critically reviewed by our course sponsors.

HOW TO APPLY

Those interested in applying for training should do so via the USTTI web site, <http://www.ustti.org>. Applying online guarantees the quickest processing time. Another option is to fax or mail the application form found at the rear of the USTTI catalog. PLEASE NOTE: Due to lengthy visa requirements, USTTI urges applicants to submit applications at least sixteen weeks before the beginning of their first desired course. Applications received after the sixteen week deadline will still be considered, but are less likely to result in acceptance. Applicants are reminded that their USTTI application must be fully completed and include current office, fax, and mobile phone numbers, at least one valid e-mail address, and contact information for two relatives living in their home country as well as any residing in the United States, if applicable. Incomplete applications may not be considered. For those applying via fax or mail, applications should be typed.

Applicants should carefully review the course descriptions provided in the catalog and apply selectively for only those courses that are most appropriate to their experience, responsibilities and goals. Applicants should take special notice of the available course sequences, which provide an opportunity to maximize the training experience by attending several consecutive courses.

SELECTION PROCESS

The acceptance procedure is a collaborative effort between the USTTI and its training partners, with the final acceptance decisions made by course sponsors. Sponsors review each application and select only the most qualified candidates. Selection criteria include: professional qualifications, suitability for the course, thoroughness in completing the application, and most importantly, goals for participating in USTTI training. Applicants must clearly demonstrate in their "Applicant Training Goals" essay how their participation would

benefit their company or organization, what leadership role they might assume upon completion of training, and how they envision implementing the training upon returning home.

If accepted, applicants will be notified by the USTTI via an official e-mail and/or fax at least 12 weeks prior to the start of training. Applicants may be accepted to one or all of the courses to which they apply, depending upon the number of training slots available, applicant qualifications, and course focus. Participation in USTTI training is not guaranteed until accepted applicants confirm their attendance and their funding source via e-mail or fax, secure a U.S. entry visa (if necessary), and provide their purchased travel itinerary to the appropriate Curriculum Coordinator.

FUNDING PROCESS

Applicants should seek funding from their employers for their international and domestic U.S. travel and for their living expenses during USTTI training. If employer funding is unavailable, or only partially available, applicants are encouraged to secure sponsorship from international organizations that recognize the importance of USTTI training, such as the International Telecommunication Union (ITU), The World Bank, the United Nations Development Program (UNDP), the United Nations Educational, Scientific and Cultural Organization (UNESCO),

and the Organization of American States (OAS-CITEL). The USTTI will attempt to help qualified applicants for whom no other funding sources for travel and subsistence are available. However, USTTI funding is limited, and applicants are much more likely to attend training if they secure all or part of their travel and living expenses.

PARTICIPANT EXPENSES

The recommended subsistence rate for housing, meals and miscellaneous expenses for participants attending USTTI training is approximately US\$135.00 per day, although this amount may be greater or less at certain training locations due to varying hotel costs. This rate covers only the cost of meals and a shared hotel room in USTTI-designated hotels. This figure does not cover single occupancy rooms or personal expenses such as hotel services and souvenirs.

VISA INFORMATION

Due to significant changes in U.S. visa regulations, USTTI urges all applicants to contact the U.S. Consulate in their country to determine specific application requirements, fees, interview procedures, and deadlines before applying. It can take up to 4 months in some countries to secure a visa appointment. Therefore, we recommend applicants contact the consulate immediately after submitting course applications to USTTI to ensure sufficient time for filing necessary documents. It is essential that all USTTI

applicants possess passports that will be valid for at least 6 months after the conclusion of training; otherwise the U.S. Embassy has been instructed not to issue an entry Visa.

TRAVEL ARRANGEMENTS

In order to avoid confusion and disruption during USTTI orientation and training, USTTI scholars must send a copy of their final air travel itinerary for ALL required travel to a Curriculum Coordinator before arriving in the U.S. It is also necessary that all international and U.S. domestic airline reservations be made in accordance with the dates provided in USTTI acceptance information. Last-minute ticket purchases and itinerary changes are expensive and may not be possible.

Important Considerations Before Submitting Your Application:

- ▶ Have you reviewed the course sequence information?
- ▶ Is your passport valid for at least 6 months beyond the conclusion of the last training course to which you applied?
- ▶ Have you consulted the web site of the U.S. Consulate in your country to determine U.S. entry visa requirements and procedures?
- ▶ Have you visited the USTTI web site (<http://ustti.org>) to review the online application procedures?
- ▶ Is your application complete, including valid e-mail addresses, office and mobile phone numbers, passport details, supervisor contact information, and contact information for relatives in your country as well as the U.S.?

USTTI POLICIES FOR PARTICIPANTS

Participants in USTTI training must adhere to the USTTI's policies, which cannot be waived without written authorization from a professional member of the USTTI staff. The most important requirements are:

- ▶ USTTI Scholars must attend orientation in Washington, DC, even if the participant is a former USTTI graduate.
- ▶ USTTI Scholars must stay in the hotels designated by the USTTI. There are no exceptions.



The highly regarded Silicon Flatirons – a Center for Law, Technology and Entrepreneurship at the University of Colorado – conducted the USTTI's bedrock course, "Managing Effectively in the Changing Telecommunications Environment," which attracted 247 applicants in 2009. Pictured with 21 scholars representing 14 developing nations are Spectrum Management guru and Silicon Flatirons Executive Director Dale Hatfield (seated, center) and Jill Van Matre (seated center), Associate Director of the ATLAS Institute at the University of Colorado at Boulder. Since 1982, Professor Hatfield has conducted USTTI training for hundreds of spectrum managers and ICT pioneers from around the developing world.



In 2009, Intel Corporation's course "Applying 21st Century ICT in Emerging Markets" prompted applications from 257 ICT officials seeking vital knowledge on how to kick start ICT in emerging markets by expanding accessibility, connectivity, education and content. Pictured left, twenty-four officials from Bangladesh, Ethiopia, Ghana, Kenya, Lesotho, Malawi, Mongolia, Nepal, Nigeria, the Philippines, Suriname, Tanzania, Uganda and Zambia pose for a photo in Northern California's Redwood National Park. Also pictured are Robert Fogel (far left), Principal Education Architect for Intel Corporation's World Ahead Program, and TK Tien (fifth from left), Principal Architect and Strategist for the World Ahead Program. Peter Pitsch, Executive Director in Communications Policy and Associate General Counsel, represents the Intel Corporation on the USTTI Board of Directors.

- ▶ Spouses and/or family members may not accompany USTTI Scholars during training.
- ▶ USTTI Scholars must be prepared to pay their hotel room charge in full at time of check-in. All incidental expenses, such as telephone calls, movies, or room service, are the sole responsibility of each individual USTTI Scholar.
- ▶ Since USTTI training is offered only in English, participants must have a functional proficiency in English.
- ▶ USTTI Scholars must attend all classes unless excused by the training staff for health or emergency reasons.
- ▶ During orientation, each USTTI Scholar must pay an insurance and administrative fee of US\$150 for the first course and US\$75 for each additional course. This fee is mandatory since the USTTI is required to insure all USTTI Scholars regardless of a Scholar's individual coverage under a personal or company insurance policy.

This insurance does not cover dental care, eye care, prescriptions, or pre-existing conditions.

- ▶ To avoid any disruption to the USTTI admission process, applicants for USTTI training may not contact course sponsors regarding acceptance or funding decisions.

Failure to adhere to any of these requirements will result in a participant's immediate dismissal from training.

USTTI Funding

In 2009, the USTTI corporate and government Board members, along with training sponsors from both academia and the ICT and broadcast industries, provided \$4.2 million in cash and in-kind contributions to support the USTTI, a 501(c)(3) non-profit corporation. These contributions reflect the costs of offering 77 tuition-free training courses in 2009, as well as travel and subsistence funding, educational materials, and a host of other services provided to the USTTI.

The USTTI's overhead costs - program development expenses, salaries for our small staff, and institutional costs such as rent, utilities, and postage - are paid for by private sector contributions. The USTTI's 2009 operating budget of \$879,660 was tightly controlled so that all revenues raised by the USTTI in excess of overhead costs were used to provide additional travel and subsistence support for promising USTTI Scholars from many of the poorest developing countries.

In addition to funding from the private sector, the USTTI received essential support from the Federal Government in 2009. The United States Agency for International Development (USAID) provided significant funding to the USTTI in 2009 for the travel and subsistence needs of 156 USTTI scholars from the developing world. In addition, 11 Scholars from Middle East and North Africa and Sub-Saharan Africa received travel and subsistence support through a contract awarded by the U.S. Trade and Development Agency (USTDA). Experts from the National Telecommunications and Information Administration (NTIA) of the U.S. Department of Commerce and the Federal Communications Commission (FCC), provided a total of 16 courses, as well as in-kind support for the USTTI. Voice of America provided funding for 11 developing country broadcasters to attend training. International organizations such as the International Telecommunication Union (ITU) and the Organization of American States (OAS)/Inter

American Telecommunication Commission (CITEL) also contributed additional in-kind support and travel funding for 33 USTTI Scholars in 2009.

The USTTI is a 501(c)(3) non-profit corporation, meeting all requirements for charitable contributions. In 2010, the USTTI will need approximately \$1,850,000 in order to provide travel and subsistence of qualified applicants who are unable to support their own participation in USTTI training. Corporations and organizations wishing to support the USTTI should contact Curriculum Director Brian T. McCloskey and Senior Curriculum Coordinator Jim O'Connor at 1150 Connecticut Avenue, NW, Suite 702, Washington, DC 20036-4131, USA. Telephone: +1-202-785-7373, Fax: +1-202-785-1930; E-mail: bmccloskey@ustti.org and joconnor@ustti.org.