



When the city of Chicago closed the Juan Diego Workers' Center, immigrant workers were forced to return to the street to look for work.



United States

The Open Society Institute in the United States sought to repair democracy with support for groups working to secure immigrants' rights, increase the fairness of elections, and mobilize young people. It promoted criminal justice reforms to reduce incarceration rates and end racial profiling, felony disenfranchisement, and capital punishment. Among the year's achievements: The U.S. Supreme Court and the U.S. Sentencing Commission both made rulings that will reduce the racially discriminatory disparities between sentences for powder cocaine and crack cocaine. Starting on the next page, writer Elizabeth Rubin reports on anti-immigrant policies and hostility in America and how OSI grantees are fighting back. A description of U.S. Programs' activities in 2007 follows her story.

U.S. PROGRAMS

Protecting Immigrants' Rights Against Government-led Attacks

THE YOUNG MOTHER has no name on the YouTube video. She speaks deliberately, in Spanish, sometimes in tears, but mostly with disbelief as she recounts her ordeal at the Michael Bianco garment factory in New Bedford, Massachusetts. She'd worked there for two years, most recently manufacturing backpacks for the U.S. military. Then suddenly on the morning of March 6, her world was ripped apart. Coast Guard helicopters swarmed in overhead. Three hundred federal agents stormed the plant, rounding up men and women like cattle. The agents from the U.S. Immigration and Customs Enforcement have acquired such a reputation for gratuitous brutality they're now known as ICE men. The young mother recalls how the ICE men were throwing men to the floor, hitting them in the face, cursing them. They grabbed her too. She told them she had no one to leave her sick daughter with. They didn't care. Soon she was on a plane with no idea where she was headed. The ICE men put chains on her waist. They tied her hands and feet. They threw bags of food to her and the other workers "like we were dogs," but gave them no help if they didn't manage to catch the bags and gave them no time to eat.

In Texas they were detained in appalling conditions and humiliated by the ICE agents.

Some of the women were still breastfeeding young children they left behind. Men watched as female agents forced milk out of the women's breasts to see if they were lying. They made crude jokes about getting oreo cookies to have with the "cow's milk." "It was so ugly," said the young mother. All she could think about was how to contact her sick daughter. She had no money, no phone, and the guards refused to allow her to speak to a lawyer. After several days, she was finally given a break to call home. Her daughter, who was being treated for stomach problems, was deteriorating and threatening to kill herself.

Back in New Bedford, confusion and fear swept through immigrant households. Children and relatives had no idea where their family members were or when or if they'd return. Families would not be able to pay their rent, their food and phone bills. The actions of the federal government were generating a veritable humanitarian crisis.

A Disastrous Year for Immigrants

What occurred in New Bedford was no isolated incident. The year 2007 was a disastrous one for immigrants. Federal immigration agents fanned

out across the country storming factories, meat-packing plants, rounding up undocumented workers, terrorizing their families and communities. Hundreds of people trying to enter the United States died in the desert as border enforcement strategies funneled them into longer, more dangerous routes. In corners of Arizona, Oklahoma, New York, and Pennsylvania local police stopped drivers who looked Mexican and demanded papers, denied businesses licenses if they hired illegal workers, threatened landlords if they rented to illegal immigrants. In Oklahoma, according to Hispanic business groups, life for undocumented workers became so miserable that some 25,000 packed up and left, victims of what a few advocates cynically named the “starve them out strategy.” The federal government, advocates say, deported an unprecedented 250,000 immigrants in 2007.

On the legislative side, the comprehensive immigration reform bill, which was in the making for three years and had the backing of senators John McCain and Edward M. Kennedy, as well as the White House, was killed on the floor of Congress. The only federal legislation that managed to pass in the last two years was authorization for a 700-mile-long fence along the border with Mexico. On the other hand, state governments introduced some 1,400 widely diverging pieces of immigration-related legislation in the first half of 2007.

Government hostility toward immigrants and the failure of comprehensive immigration reform have made the work of NGOs even more important. The Open Society Institute has funded a wide range of organizations tackling the entire spectrum of immigration issues. OSI-funded activists are brainstorming how to reframe the immigration debate and deflate the anti-

immigrant movement, as well as responding to the daily legal, advocacy, and humanitarian needs of immigrants in America. They include faith-based Christian organizations, African-American civil rights advocates, small-town immigrant aid workers, and national policymakers.

Take what happened in New Bedford. The response of the Massachusetts Immigrant and Refugee Advocacy organization (MIRA) shows what a crucial impact OSI-funded groups are having. MIRA is a regional partner to three OSI grantees—the Center for Community Change, an immigrant advocacy group, the Catholic Legal Immigration Network (CLINIC), and the Four Freedoms Fund, a funding collaborative that supports local organizations. On the morning of March 6, MIRA in Boston received a tip that the raid was coming. MIRA called the Center for Community Change, whose director, Deepak Bhargava, sent an organizer to work with MIRA’s staff to provide services to the families and engage the Massachusetts political establishment. Pro bono lawyers, including attorneys from the CLINIC, took on the cases of the detained. A church basement was converted to take in donations for families. State senators, the mayor, the governor, senators Kennedy and John F. Kerry, convened in the church to hear the stories of families.

The Crying Child

By mobilizing such a speedy response, MIRA and the Center for Community Change gave victims a public platform, raised money for the families, and ensured that the raid became a major national story and rallying cry for immigrants’ rights. A photograph of the big, teary eyes of two-year-old

“Immigrants are hard workers, strong family values people. We don’t regard these people as ‘them.’ They are brothers and sisters.”

Tomasa Mendez, whose father was whisked away and flown to some unknown detention center, became a symbol of how immigrants are treated in the United States.

MIRA posted the testimony of the young mother on YouTube—and of Senator Kennedy venting his fury at a press conference in New Bedford. Kennedy said that America needs workers such as the ones caught in the raid but not employers like Michael Bianco, who was fining the workers \$20 if they were three minutes late or talked to another worker or took too long in the bathroom. He lambasted the U.S. Army for contracting its work out to an exploitative employer. He praised the legal service offices working on the case and promised not to abandon the families.

Bhargava’s organization wants to help build up more MIRAs to do the same kind of work around the country. He is pushing for nonpartisan voter registration, focusing on 15 states, providing technical assistance to find, register, and mobilize immigrants to vote in November. But as Bhargava pointed out, “Without immigration reform those families in New Bedford and elsewhere will continue to face deportation proceedings.” Of the 361 arrested that day in New Bedford, 160 have been deported, 12 left voluntarily, 181 more are facing deportation.

Lawyers with the Catholic Legal Immigration Network stepped in to assist those facing deportation. Donald Kerwin, executive director of CLINIC, is also involved in an immigration program run by the American Bar Association in Texas, which mobilized its attorneys to help workers like that young mother who were flown down to the detention facility in Texas.

Exploitation, Ignorance, and Racism

What happened in New Bedford has made clear to everyone the consequences of a status quo immigration policy—out-of-control ICE men, employers exploiting undocumented laborers, U.S. military relying on cheap labor. Such scenarios are mirrored across the country in grotesque ways. In the wake of Hurricane Katrina, clean-up crews were needed and the city had to supplement its workforce with undocumented laborers. Meanwhile, the hurricane swept through many private prisons in Louisiana holding immigrant detainees. Their records were lost. Many of the detainees were evacuated from the prisons and dumped on the highways. CLINIC provided pro bono counsel for immigrant detainees, and education on immigrant rights to clean-up crews.

In addition to providing legal help, Kerwin is trying to change the way Americans think about immigrants. In speaking to audiences around the country, he delivers a straightforward message: “Immigrants are hard workers, strong family values people. We don’t regard these people as ‘them.’ They are brothers and sisters. If you have a right to support your family and you can’t in your country, you have a duty to leave your country so you can. Rights carry duties. People are forced to risk their lives to come here, and even though they’re needed, they become illegal and are treated very poorly.” To solve this problem, CLINIC has launched a naturalization and public education campaign to urge immigrants to move into citizenship and escape the legal nightmare.

“We are up against a well-organized lobby that doesn’t have practical answers to the challenges we are facing,” said Kerwin, referring to the anti-immigration movement. “They say, ‘We

are talking about Western culture, Christian religion, and we're worried about people who don't come from Europe.' To us that is profoundly anti-American." It leads to the gutting of family-based immigration and denying children who've never known any other country, the birthright citizenship that guarantees their rights. "We say there are core moral principles here like, 'Welcoming the stranger.'"

FAIR, one of the more pernicious organizations in America, does not recognize that principle. FAIR, which stands for the Federation for American Immigration Reform, presents itself as a mainstream, moderate organization, and a go-to source for immigration information for the media. In fact it's the opposite. It's a bastion of misinformation, racism, xenophobia, and scare tactics. Fortunately OSI is funding the important work of the Center for New Community and its executive director, David Ostendorf, who has been tracking the rise of anti-immigrant activity in the racist movement and the post-9/11 "nativist" movement. Ostendorf's center began noticing FAIR during the uprisings against day laborers in Suffolk County, Long Island. FAIR staged them. "A FAIR organizer was going to black churches trying to rouse anti-immigrant sentiment," said Ostendorf. "This is one of the most serious nativist movements this country has seen in a century. It has a lot of money, power, strength, people, and influence in Congress, state houses, and increasingly at the municipal level. FAIR is the lynch pin with a budget of \$5 million annually, and staff all over the country."

Ostendorf and his staff have concentrated on debunking FAIR's "fair" façade by outing their sources of funding. They revealed that FAIR took \$1.2 million from the Pioneer Fund, a eugenics and race science foundation that

reaches back to the 1930s. They have revealed ties to the population control movement and the white nationalist movement. Just before the Iowa caucuses FAIR, which has numerous front organizations, brought some 22 talk radio show hosts to Des Moines to influence voters. Ostendorf and others organized a counterattack with civil rights, religious, and labor leaders under the rubric of the Campaign For a United America. "It's become a pitched battle between FAIR and us," he said.

Back to Immigration Reform

Frank Sharry, the former executive director of the National Immigration Forum, invested a lot of energy in comprehensive immigration reform. He was instrumental in bringing together McCain and Kennedy. Reflecting back on the death of the bill, he recognizes that strategic mistakes were made. A lot of it had to do with timing and elections. He's now gearing up for an offensive to counter the xenophobic onslaught against Hispanics, Middle Easterners, Asians, Africans. "The key is to reframe the immigration debate and convince politicians on both sides that it's in their interest to pass immigration legislation," he said. "We are starting an immigration war room. America's Voice will be standing up to xenophobia directed at undocumented immigrants in the United States." Sharry heads this new organization.

As Demetri Papademetriou of the Migration Policy Initiative, a policy think tank partially funded by OSI, asked, "Why is the U.S. government incapable of adjusting its immigration legislation to keep up with the times?" The last overhaul was in the mid-1960s. "We have massive

arguments about things at the margins and all we come up with is a temporary solution. This is not how to do business on something that defines and redefines who we are as a nation. That is what immigration is all about: constantly changing who we are as a nation.”

Whether it is welfare, education, or industrial policy, immigration shapes these policies. “The policy answer remains the same: comprehensive immigration reform,” Papademetriou said. “You have to play chess and move in four or five different directions. Come up with standards for people to work toward legal status. You have to create a system of additional visas so people who need to be here and unified with their families can do so and employers who need workers can find them legally. You have to ask something of these employers, you have to ask them to pay insurance and extra wages.” Papademetriou wants to put together a standing commission on labor and immigration for the administration to then put before Congress. What’s most unique about the Migration Policy Initiative is its global reach. They are getting immigration out of its parochial clothes and seeing it for what it is—part of a global mass movement of people. They’re brainstorming with advocates in Germany, Ireland, Spain, and elsewhere, who are confronting huge immigrant populations.

While the work of such big-thinking groups is essential, immigration reform is a long way off. In the meantime, places like Fernando Garcia’s Border Network for Human Rights in El Paso, an OSI grantee, are filling the federal vacuum, and

changing people’s lives incrementally. Their tactic is to place immigrants’ struggles in the larger struggle for human rights in America. “Agents think immigrants are the enemy or criminals and shoot at them.” Every day Garcia was getting three to four complaints about agents with no search warrants busting into people’s homes demanding documents. He brought together the sheriff, border patrol police, and immigrant activists to talk about rights. It worked. Reports of illegal entry have dropped considerably.

“The border patrol is being more sensible because they saw a community was watching what they were doing,” he said. Garcia is doing on a practical level what Sharry wants to do on the political level—changing the calculus so that politicians are afraid to be seen as anti-immigrant. In El Paso, people running for sheriff now pledge that they will no longer stop drivers for traffic violations and ask questions about their legal status. In the past those local police would call the border patrol to pick up someone with a minor traffic violation, said Garcia. Now they’re promising they will not use local patrols to enforce federal immigration policy. “That was a major local change,” Garcia said.

What is emerging from the shards of the immigration debate is a concerted effort on the part of national and local actors to rebrand the immigration story. It’s a story not of aliens and terrorists infecting America but of hard-working men and women, of parents and children, who reached the shores of America looking for a better life, just like every generation before them.



Global Migration: Working to Reduce the Negative Effects

War and intercommunal violence, poverty and a lack of employment and educational opportunities, and the irrepressible human instinct to overcome adversity and thrive have driven about 200 million people—half of them women, and many of them with children—to depart their homelands and seek new lives elsewhere.

Millions of Iraqis have fled to Jordan, Syria, and other countries. People from West Africa are undertaking a trek of thousands of kilometers through parched landscapes in order to reach the Mediterranean seacoast and find boats to drop them near the coastline of Europe. Men and women from Central Asia spend days in buses, running a gauntlet of police checkpoints, to make the journey to Russia so they can work in the underground economy.

This massive movement of humanity has produced positive effects for the migrants, their families, and the economies of the countries of origin and destination. But for many migrants, the passage is traumatizing or even fatal. Migrants have turned up dead inside the holds of oil tankers in West Africa; bodies of migrants wash ashore in Spain; migrants have been killed in Russia and South Africa. Worker migration in Southern Africa has spread drug-resistant tuberculosis and HIV. Gangs and police officers have set upon migrants, including migrant Roma, beating them and burning them out of their settlements.

Migrant women from Moldova, Ukraine, Southeast Asia and the Indian subcontinent have fallen prey to human traffickers who have seized their passports and identification papers, and forced them to become sex slaves in places like Bosnia and Herzegovina, Kosovo, The Netherlands, and the United States. Efforts to stem migration, even by the United States and the European Union countries, have resulted in human rights abuses, violation of the rights of asylum seekers, and the descent of too many migrants into the limbo of statelessness. Migration has produced brain drain in the migrants' home countries.

The Open Society Institute and the Soros foundations have worked for years to mitigate the negative effects of massive global migration. The Open Society Initiative for West Africa has helped develop advocacy campaigns and awareness programs aimed at dampening the adverse consequences of migration. Numerous OSI entities, including the Open Society Initiative for Southern Africa, have launched programs to reduce xenophobia and draw attention to deadly attacks on foreign workers.

OSI foundations have sponsored social science research and analysis of the brain drain in Pakistan, Romania, and other countries. Through OSI's East East: Partnership Beyond Borders Program, Soros foundations have joined to support cross-border initiatives related to migration. A recent initiative proposed by the Soros Foundation-Moldova, the Soros Foundation-Romania, and the International Renaissance Foundation in Ukraine provided support for two projects, one of them dealing with legislation related to border control, refugees, and asylum seekers, and the other encompassing a broader analysis of migration flows from East to West.

EUMAP is conducting a research project focusing on select neighborhoods in 11 cities in the European Union with significant Muslim populations. The study is examining the way municipal and national authorities address the challenges related to integration in European cities, how municipal and city councils deal with social, political, and economic challenges, and to what extent the needs and participation of Muslims are considered in key decision making.

U.S. Programs

The Open Society Institute's U.S. Programs supports individuals and organizations that nurture the development of a more open society, a society that allows all people to participate actively and equitably in political, economic, and cultural life; encourages diverse opinions and critical debate; protects fundamental human rights, dignity, and the rule of law; and promotes broadly shared prosperity and human security. U.S. Programs also has the flexibility to rapidly respond to unanticipated developments and strategic opportunities, and to support research and development on emerging issues.

U.S. Programs in 2007 embarked on an ambitious plan to develop a range of new funding initiatives that will build on current work and introduce new strategies to address the formidable challenges facing open society in the United States. A new Transparency and Integrity Fund will unite under one umbrella OSI's past support for advocacy on the independence of the judiciary and the media, election systems reform, and the depoliticization of government science policy. The fund will include support for restoring integrity in key executive agencies, revitalizing Congress's

oversight role, building the capacity of independent oversight (or watchdog) organizations, and addressing the impact of the growing privatization of government functions.

The new Democracy and Power Fund will expand on OSI's successful efforts to mobilize youth, immigrants, and communities of color. It will provide capacity-building support to organizations that are engaging critical constituencies, nurturing new leaders, and generating new ideas and innovative solutions to address threats to democracy.

In addition to these long-term funding initiatives, U.S. Programs is embarking on two special cross-program campaigns that will provide expanded resources to address urgent threats to democracy and human rights: a Campaign for Black Male Achievement and a Campaign to Restore Human Rights and Promote a Progressive National Security Policy.

These new funds and campaigns will complement ongoing work within U.S. Programs. OSI's work on criminal justice and equality has long been and remains a core priority of U.S. Programs and will continue through a Criminal Justice Fund and the Equality and Opportunity Fund.

Repairing Democracy

Across the nation, voter participation has declined over the past 20 years, ranking the United States 20th out of 21 established democracies in participation rates. This reality to a great extent reflects how many Latinos, African Americans and other people of color, new Americans, and low-income and young voters are disproportionately refraining from taking part in elections. OSI grantees are working to ensure that as many of these citizens as possible exercise their right to participate in the democratic process.

Following the failure of policymakers to secure fair and comprehensive immigration reform legislation in 2007, immigrants' rights advocates stepped up their engagement efforts among their diverse constituencies. The We Are America Alliance, an unprecedented collaboration of community-based, immigrants' rights, and faith-based organizations, and other OSI grantees, including the Arab American Institute Foundation, Democracia U.S.A., and Asian and Pacific Islander American Vote, are galvanizing the immigrants' rights community to work for the full engagement of new Americans in the

Following the failure of immigration reform legislation, advocates stepped up efforts to mobilize their diverse constituencies to continue participating in the democratic process.

democratic process in 2008 and beyond.

OSI recognizes that efforts to engage all Americans in the democratic process will be effective only with the repair of the United States' failing election system. Indiana's law concerning voter-ID requirements is the most restrictive identification law in America. Now that it has been upheld by the Supreme Court in *Crawford v. Marion County Election Board*, the law threatens to exclude many eligible voters from participating in the election process and is likely to lead other states to enact similar laws that suppress access to the franchise.

The Brennan Center for Justice, along with other OSI grantees the Advancement Project, the Lawyers Committee for Civil Rights Under Law, Demos, and Project Vote, are monitoring these developments and working at the grassroots level with individual advocates, community leaders, and elections officials to help guarantee full participation and the free and fair conduct of elections.

OSI grantees in 2007 played an important role in engaging and mobilizing young people through grantmaking and convenings. In November, 5,500 young activists from across the nation gathered at the University of Maryland in College Park for "Power Shift 2007," a conference designed to stimulate the effort to fight global warming. Organized by OSI grantee Campus Climate Challenge, a partnership of

more than 40 leading youth, racial justice, environmental, and other social justice organizations, and with the help of Americans for Informed Democracy, Campus Progress, Camp Wellstone, the Ruckus Society, and Young People For, the conference's participants shared experiences and strategized about efforts for action in their home states, communities, and schools.

Supporting a Fair Justice System for All

U.S. Programs has been a leader in the fight for equal justice and to end the nation's overreliance on incarceration and harsh punishment. OSI supports a range of criminal justice reforms to end racial profiling, felony disfranchisement, and capital punishment and to promote sentencing alternatives and progressive reentry policies and practices. Support for justice reinvestment provides a practical strategy for safely shifting the nation's massive investment in prisons toward the rebuilding of schools, health care facilities, parks, and other public institutions in neighborhoods devastated by high levels of incarceration. OSI grantees also work to eradicate structural racism in law and public policies, to restore due process protections for noncitizens, and to advance the rights of women and lesbian, gay, bisexual, and transgender people.

Several milestones for this work in 2007 included the following:

Crack/Powder Cocaine Sentencing Disparities

For more than 20 years, federal sentencing laws have applied much tougher sentences for crack cocaine offenses than powder cocaine offenses. Distribution of just 5 grams of crack carries the same mandatory minimum five-year federal prison sentence as distribution of 500 grams of powder cocaine. This sentencing disparity between crack and powder cocaine results in African Americans spending substantially more time in federal prisons for drug offenses than whites; while they make up 82 percent of the defendants sentenced for crack offenses, African Americans comprise only 33 percent of all crack users.

The Open Society Institute—Washington, D.C., led a coalition of grantees, including The Sentencing Project, the American Civil Liberties Union, Break the Chains, Drug Policy Alliance, and Families Against Mandatory Minimums, that worked to draw media and public attention to this disparity. In May, the U.S. Sentencing Commission proposed an amendment to the federal sentencing guidelines to reduce sentencing ranges for offenses related to crack cocaine. In December, the Sentencing Commission voted unanimously to make the crack amendment retroactive—applying it to prisoners sentenced before Novem-

ber 1, 2007. Sentences could be reduced by an average of 27 months for approximately 19,500 federal prisoners over a 30-year period.

With the same group of grantees submitting amicus briefs, the United States Supreme Court ruled in *Kimbrough v. United States* that judges may, at their discretion, depart from federal sentencing guidelines in cases involving crack cocaine.

New Jersey Death Penalty

On December 17, 2007, Governor Jon Corzine of New Jersey made history by signing the first state law repealing a death penalty law since 1976. This decision was in part based upon policy recommendations presented by the bipartisan New Jersey Death Penalty Study Commission and endorsed by the County Prosecutors' Association of New Jersey.

A set of OSI grantees, led by Equal Justice USA, has been engaged since 2001 in the campaign to abolish the death penalty in New Jersey and provided critical support in the creation of the commission. Other OSI grantees presented testimony before the commission, including Murder Victims' Families for Reconciliation, the Innocence Project, and New Yorkers Against the Death Penalty.

The historic decision in New Jersey capped off an eventful year in the effort to end the death penalty in the United States. The United States Supreme Court brought executions to a halt with its decision to review

a case presenting the question of whether Kentucky's lethal-injection protocol violates the Constitution because it imposes unnecessary pain and suffering. The number of executions dropped to its lowest number in more than a decade.

School Integration

On June 28, 2007, the United States Supreme Court's 5-4 decision in *Parents Involved in Community Schools v. Seattle School District No. 1*, and *McFarland v. Jefferson County Board of Education* limited the explicit use of race as a means to integrate public schools. As a result of the ruling, hundreds of school districts across the country must review their voluntary integration plans. Challenges to these plans have already emerged. Some school districts are unable to address the legal challenges and meet their diversity goals without significant support from organizations and individuals with integration expertise. U.S. Programs supported the NAACP Legal Defense and Educational Fund, the Charles Hamilton Houston Institute for Race & Justice at Harvard Law School, the Civil Rights Project at the University of California Los Angeles, The Opportunity Agenda, and the Kirwan Institute for the Study of Race and Ethnicity at Ohio State University. They form part of a growing network of organizations working directly with school districts to promote diversity and halt the erosion of civil rights in school systems.

Justice Reinvestment in Wichita, Kansas

The Council of State Governments, an OSI grantee is spearheading Justice Reinvestment, a national bipartisan initiative to downsize state prisons and reinvest savings to revitalize communities to which most people return after prison. The council provides nonpartisan research and technical assistance to state policymakers and criminal justice officials. For example, the Kansas legislature, with overwhelming bipartisan support, enacted comprehensive legislation that will enable the state to avert projected prison population growth, saving the state \$80 million in prison spending over the next five years alone. Instead, Kansas will reinvest \$7 million in drug and alcohol treatment and make targeted reinvestments to revitalize communities, focusing initially on Central Northeast Wichita, a neighborhood to which a disproportionate number of people leaving state prison return.

OSI-Baltimore

OSI-Baltimore was established in 1998 as OSI's laboratory for social change. Its aim is to use a place-based philanthropy strategy to understand and address some of the biggest challenges facing Baltimore and other urban centers in the United States.

Building on OSI-Baltimore's three-

OSI grantees working to abolish the death penalty applauded New Jersey's decision to become the first state to repeal a death penalty law since 1976.

year effort in grantmaking and public education to raise awareness about the harm incurred by excessive use of suspension and expulsion, the Baltimore City Public School System in 2007 completed a new version of its school discipline code that is expected to provide many more positive behavior interventions. The earlier code allowed principals to suspend children for over 30 offense categories, including truancy, dress-code violations, and minor disagreements. Further bolstering

OSI's efforts to reduce the number of suspensions, the school system's new chief executive, after reviewing the data, embraced the philosophy that suspensions should be used as a tool of last resort and that every effort should be used to keep children attached to school.

In response to a fundraising challenge by George Soros to engage the Baltimore community in its work, OSI-Baltimore has successfully raised funds totaling over \$10 million from venture capitalists, civic leaders, es-

tablished foundations, and individuals toward a \$20 million goal.

OSI-D.C.

The Open Society Institute—Washington, D.C., works to promote a just and open society in the United States and to encourage U.S. policies that support democracy, human rights, and the rule of law abroad. For more about the work of the OSI-D.C. office, go to page 146.