

A MESSAGE FROM

THE CHAIRMAN AND THE PRESIDENT

1994 was an eventful year for IIE. Not only did we initiate several new programs, described in this report, but we also celebrated seventy-five years of pioneering work in international educational and cultural exchange.

Marking this milestone provided an opportunity to thank the many donors, sponsors and volunteers whose vision and generosity make our activities possible. Throughout its seventy-five year history, IIE has worked at the intersection of colleges and universities, corporations, foundations, governments, and international organizations — mobilizing talent, forging partnerships, and leveraging resources to meet educational and training needs worldwide. We are grateful to all those who share our belief that investment in human capital is essential to promoting sustained progress — in the face of some very hard challenges — toward democracy and economic well-being around the globe.

IIE's seventy-fifth anniversary also provided the opportunity to acknowledge the achievements of the extraordinary men and women we have assisted over the years. These are the participants in our programs, people such as Hanna Holborn Gray, Thomas Pickering and Philip Glass — who were named recipients of IIE Alumni Awards in 1994 — and Senator Daniel Patrick Moynihan, who spoke eloquently at our 75th Anniversary Forum of the profound impact that immersion in another culture had on him as a Fulbright Fellow abroad in 1950.

And there are others whose names are less well known who are making major contributions to their countries — for example, Vincent Zulu, the Minister of Education for Kwazulu Natal Province in South Africa; Vesna Pusic, Co-Founder and Director of the Institute for the Culture of Democracy, an NGO dedicated to the development of a civic political culture in Croatia; Jorge Bolivar Diaz Carranza, Director of the National Program Against AIDS in Guatemala; Ann Fisher, a U.S. Fulbright alumna who studied in Bangladesh and is now analyzing economic issues affecting rural women; or Flordeliza Andres, Assistant Secretary in the Department of Energy in the Philippines. The participants in IIE's programs are among the world's most talented men and women — the above are just a small group of our more recent fellows. The experience of seventy-five years tells us that they are also our future economic, political, and cultural leaders — the people who will make a difference.

Although no one knows what the next seventy-five years holds in store, two facts are clear: the global economy is now a reality, and the world is in the midst of a communications revolution that is reshaping the way we learn, interact, gain information, and share it with one another.

The implications of these two developments for the human resource needs of the 21st Century was the subject of IIE's 75th Anniversary Forum. The discussions provided a broad context



Christina Thomson

for developing future education and training initiatives. They reminded all of us involved in international education that we must be boldly proactive and innovative in educating a new generation of leaders in the public and private sectors — people who can function effectively in a complex, rapidly-changing economic, technological, and cultural environment, who are internationally “literate,” and who can strengthen the economic and political linkages so critical to a stable and democratic future.

Building on the experience of our last seventy-five years, and in cooperation with our many partners in the United States and around the globe, IIE is committed to meeting the challenges ahead. Our work has never been more important.

Henry Kaufman
HENRY KAUFMAN
Chairman, IIE Board of Trustees

Richard M. Krasno
RICHARD M. KRASNO
President and Chief Executive Officer

YOUNG-GEUN LEE

Humphrey Fellow Young-Geun Lee is broadening his considerable expertise in airport construction and management with courses in urban and transportation planning at Rutgers University and networking with counterparts at the Federal Aviation Administration. He is in charge of planning and constructing the New Seoul International Airport (NSIA). When completed in 2020, it will be able to handle 100 million passengers on 530,000 flights a year. Here, Lee explains the principle of an airport hub.



In 1994, more than 10,000 men and women studied, conducted research, received practical training, or provided international technical assistance under the 248 programs IIE administered for 217 sponsors. They came from, or went to, 168 countries or other geopolitical entities. They included:

- More than 8,000 foreign students, academics, government officials, business managers and entrepreneurs, journalists, scientists, artists, and technicians
- More than 2,100 U.S. students, professionals, and artists studying, conducting research, providing technical assistance, working on arts projects, or serving as teaching assistants.

IIE also provided information on international education to several hundred thousand students, educators, policymakers, and others around the world through publications and videos, information centers, seminars, school outreach programs, and overseas university fairs. More than 650 regionally accredited U.S. colleges and universities were affiliated with IIE as Educational Associate institutions, and 75 foreign academic institutions and U.S. nongovernmental organizations were affiliated as International Associates.

STAFF AND OFFICES IIE had 347 employees worldwide in 1994. Of these, 185 were based at New York headquarters, 95 at IIE/Washington, the rest at U.S. Regional Offices in Chicago, Denver, Houston, and San Francisco; at IIE Overseas Offices in Hong Kong, Hungary, Mexico, Russia, and Thailand; and at project offices in Chile, Egypt, the Philippines, and Ukraine. In Indonesia, IIE is represented by the International Education

Foundation. **VOLUNTEERS** More than 5,600 volunteers provided a wide variety of indispensable services: as members of IIE's Board of Trustees and Regional Advisory Boards, as mentors to students on IIE-administered programs, as members of program advisory boards and selection committees, as professional resources in program design, as hosts to foreign students and visitors, as organizers of fundraising events, and as volunteers in IIE offices. **FINANCES** In fiscal 1994 (Oct. 1, 1993-Sept. 30, 1994), IIE expended a total of \$88,765,000. Direct expenses for sponsored program services were \$81,596,300. Total costs for IIE information, research, counseling, conferences, arts services, and supporting services were \$2,906,800. IIE management and general, fundraising, and program development expenses were \$4,262,000, or 4.8 percent of total expenditures. **FUNDING SOURCES** The sponsored programs IIE administers are funded by U.S. and foreign governments, foundations, corporations, international organizations, international development agencies and banks, universities, nongovernmental organizations, religious institutions and organizations, and individual donors. IIE's educational and arts services are supported by grants from the United States Information Agency; grants and contributions from corporations, foundations, and individuals; IIE Educational Associates and IIE International Associates membership fees; fundraising events; registration fees for U.S. universities fairs overseas; and sales and advertising revenue from publications.

