



Institute of International Education

MAKING A WORLD OF DIFFERENCE

1998 ANNUAL REPORT

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The Institute of International Education maintains nineteen offices in fourteen countries.



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FROM THE CHAIRMAN AND THE PRESIDENT

The Institute is a world leader in educational exchange.

In the century ahead, governments and corporations will place an ever-growing premium on having not only a work force, but also a citizenry with a global perspective. This can only come through expanded international educational and professional exchange. The Institute is uniquely qualified to address such a challenge.

From its earliest days the Institute of International Education worked to foster the free flow of students and scholars across national boundaries. Over the last 80 years, the Institute has helped more than a quarter million men and women to study abroad and to have the opportunity for advanced research and practical training outside their own countries. Today IIE program alumni comprise a remarkable group of internationally aware, globally engaged individuals whose professionalism and leadership in their fields has an ongoing multiplier effect.

Historically, the Institute has worked to make a difference in international affairs by developing innovative educational exchange programs.

In the aftermath of World War I, which decimated the European professorate, IIE was instrumental in recruiting American professors to teach at European universities during their sabbaticals. When the highly-restrictive Immigration Act of 1921 made it nearly impossible for foreign students to come to American colleges, IIE persuaded the US Government to create the nonimmigrant student visa. In the years before World War II the Institute brought many European intellectuals who were threatened by fascism to US universities. Further expanding its global reach in the 1930s, IIE also established this country's first regional framework for conducting cultural relations with Latin America.

IIE conferences and symposia after World War II led to the creation of a national association of foreign student advisers to develop a corps of college professionals who could assist students from abroad to integrate into American academic life. The Institute was selected to administer the Fulbright Student Program in 1946 and has done so since that time. The Institute's affiliate organization, the Council for International Exchange of Scholars, has administered the Fulbright Senior Scholar Program since its creation. In 1951, the Ford Foundation turned to IIE to administer all of its grants involving international education. And in 1978, the Institute began to develop, with the United States Information Agency, the Hubert H. Humphrey Fellowship Program that IIE has administered ever since. More recently, as part of the reinvention initiative of the United States Agency for International Development, IIE developed innovative new approaches to results-oriented training in six areas: economic growth, governance and democracy, environment, health and population, humanitarian responses, and education.



Henry Kaufman (left)
and Allan E. Goodman.

Gasper Tringale

Today, the Institute administers more than 200 international educational exchange and training programs. Sponsors include government agencies from around the world, corporations, foundations, universities and other nongovernmental organizations, and individuals. In 1998, nearly 17,000 men and women from 160 countries participated in programs ranging from literary criticism to legal reform. In such areas as the environment and energy management, civil society development, and human rights, IIE provides scores of specially-designed training and educational opportunities for professionals. More than a third of the Institute's programs focus on strengthening developing country institutions and emerging democracies through education and training. Projects range from sending US graduate students to assist in the development of market economies, to training environmental management professionals in Asia, to helping build the future leadership of the Egyptian Electricity Authority.

The Institute is also working to expand the space for civil society and the role of international educational exchange within it. The women leaders in the emerging NGO sector in the mainland of China, Hong Kong, and Taiwan who meet with their US colleagues through IIE are part of a continuum that also includes IIE-designed onsite training for community leaders in post-apartheid South Africa, and programs to help institutionalize liberal education in East Central Europe.

The Institute is one of America's premier nonprofit organizations. As our Trustee Andrew Heiskell wrote recently in his new book, *Outsider, Insider*, "The core fact about most of the nonprofits I have worked for is that they are large, complicated institutions. Although they rely on generosity...they rely far more on creative ideas and on financial, managerial, and political skills."

The new management team that has joined the Institute over the past 18 months brings fresh thinking about the internationalization of higher education. Their impressive skills include cost effective program stewardship, thorough familiarity with the workings and aspirations of the Fulbright and other flagship educational exchange and training programs, and a combination of academic, government, and foundation perspectives on the role that such programs can play in fostering sustainable development and strengthening international cooperation.

The Institute also has an unparalleled global network of 19 offices staffed by experienced professionals and aided by more than 6,000 volunteers of the highest caliber, established and vibrant ties to the leading institutions of higher education in the United States and around the world, and a distinguished and committed Board of Trustees.

As it enters the 21st century, IIE's own challenge is to transform itself with the changing world: to provide a growing endowment for innovation and leadership in the educational exchange community; to enhance programs at home and abroad that internationalize higher education; to develop new ways to add a global dimension to the formation and outlook of successor generations; and to leverage the Institute's experience and leading-edge technology in setting the standard for excellence in the field of international educational exchange.

We invite you to join with IIE and its friends in making a world of difference.



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Institute of International Education

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Left: Monte Pascoe,
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Right: Standing: Tilden J.
LeMelle, Maryam Ansary,
Martin Meyerson. Seated:
Andrew Heiskell

Above: New Trustee
Senator Daniel Patrick
Moynihan accepts the
Institute's Duggan Award
from Henry Kaufman.



Photos: Cable Risdon

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Above: Faye Wattleton, L. Jay Oliva, George Rupp, Ella Cisneros, Robert L. Dilenschneider, Donald F. McHenry, Carolyn H. Denham, Paul Simon

Below Left: Fentress Bracewell, Ruth Hinerfeld, Thomas A. Russo

Below Right: Howard Dodson, Maria Livanos, Cattau, Karlheinz Muhr, Henrik N. Vanderlip, Robert E. McKee, III



Photos: Cable Risdon

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Photos: Cable Risdon

OFFICERS: Seated: David D. Arnold, *Executive Vice President*; Allan E. Goodman, *President and Chief Executive Officer*. Standing: Thomas Farrell, *Vice President, Exchange Programs and Regional Services*; Patti McGill Peterson, *Vice President and Executive Director, Council for International Exchange of Scholars*; James Lapple, *Vice President, Finance and Administration*; Peggy Blumenthal, *Vice President, Educational Services*; Robert Gordon, *Vice President, Development Training and Assistance*; Carol Meadows, *Deputy Vice President*. At left: Thomas E. Harvey, *Senior Counsel for Governmental Affairs*.



Briefing

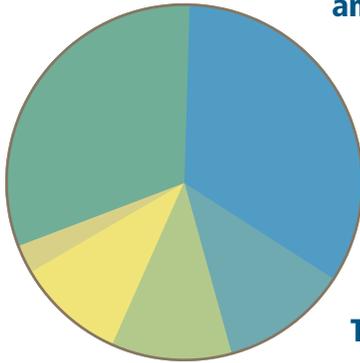
PROGRAMS AND SERVICES

In partnership with forward-looking governments, educational institutions, corporations, and foundations, the Institute’s worldwide staff and programs enable emerging leaders to develop the capacity to think globally as they work to improve the societies in which they live.

EDUCATIONAL EXCHANGE SERVICES	DEVELOPMENT TRAINING AND ASSISTANCE	RESEARCH, ANALYSIS, AND INFORMATION DISSEMINATION
<p>GOAL: Provide academic opportunities that build the next generation’s capacity to become globally engaged, responsible leaders.</p> <p>REPRESENTATIVE PROGRAMS: Fulbright Student and Senior Scholar Programs, National Security Education Program, Global Engineering Education Exchange, Children of Employee Programs, South African Education Programs</p>	<p>GOAL: Provide targeted technical training to professionals to build capacity in such areas as strengthening civil society and environment and energy management.</p> <p>REPRESENTATIVE PROGRAMS: Development Training II, Energy Group Initiatives, Global Training for Development, Environmental Exchange Program, EcoLink</p>	<p>GOAL: Serve as an information clearinghouse on all aspects of international education.</p> <p>REPRESENTATIVE PRODUCTS AND SERVICES: Publications on university linkages, English language training, and international student flows, IIE Online</p>
LEADERSHIP AND PROFESSIONAL DEVELOPMENT	EDUCATIONAL ADVISING SERVICES	INTERNATIONAL PURCHASING
<p>GOAL: Help men and women in both the public and private sectors develop leadership skills in such areas as management, industrialization, economic restructuring, and civil society and democracy-building through customized study tours, internships, academic programs, and networking.</p> <p>REPRESENTATIVE PROGRAMS: Free Market Development Advisers, Hubert H. Humphrey Fellowship Program, International Visitor Program, Human Rights Internships, Elisabeth Luce Moore Leadership Program for Chinese Women</p>	<p>GOAL: Provide information on educational opportunities in the United States through Institute overseas offices in Asia, Latin America, East Central Europe, and Russia.</p> <p>REPRESENTATIVE ACTIVITIES: IIE-managed educational advising centers, which offer access to US college resources and standardized tests such as TOEFL and GRE, annual US university fairs, and scholarships sponsored by corporations and foundations</p>	<p>GOAL: Serve as purchasing agent for nonprofit organizations with overseas locations.</p> <p>REPRESENTATIVE SERVICES: Cost-effective purchasing, shipping, and tracking of vehicles, equipment, and supplies</p>

IIE PROGRAM PARTICIPANTS

■ Graduate Students	33%
■ Professionals	31%
■ Technical Trainees	11%
■ Undergraduates	11%
■ Faculty	10%
■ Teachers	4%



FACTS AND FIGURES

This year the Institute of International Education assisted nearly 17,000 individuals, almost 5,000 from the United States and 12,000 from abroad. These men and women, representing more than 160 countries, comprise a diverse group of students, scholars, teachers, scientists, technicians, government leaders, artists and performers, and professionals working in all fields.

Programs at IIE are enormously varied. They include educational and cultural exchange, specially-designed long- and short-term training, technical assistance, customized study tours, workshops, conferences, and seminars. This year IIE administered more than 200 programs for nearly as many public and private sector sponsors.

WORLDWIDE OFFICES

The Institute maintains nineteen offices in fourteen countries:

- EGYPT
- HONG KONG/CHINA
- HUNGARY
- INDIA
- INDONESIA
- MEXICO
- NAMIBIA
- PHILIPPINES
- RUSSIA
- SOUTH AFRICA
- THAILAND
- UKRAINE
- VIETNAM

- UNITED STATES
 - New York
 - Washington DC
 - Chicago
 - Denver
 - Houston
 - San Francisco

IIE STAFF WORLDWIDE

■ New York	165
■ Washington DC	170
■ Other US	28
■ Overseas	97

STAFF & VOLUNTEERS

IIE's staff numbers 460, with almost 100 working in the Institute's overseas offices. More than 6,000 volunteers all over the world also give their time and talent. These dedicated people work in many ways, from serving on the national Board of Trustees to hosting foreign students.

FINANCES

During fiscal 1998 (October 1, 1997 - September 30, 1998), IIE incurred total expenses of \$110,018,249. Direct expenses for sponsored programs were \$101,635,560. Total costs for IIE's information, research, counseling, conference, and art services were \$2,736,526. Institute management and general, fundraising, and program development expenses were \$5,646,163, or 5.13% of total expenditures.

FUNDING

Programs and services are funded by US and foreign government agencies, foundations, corporations, international organizations, international development agencies and banks, universities, nongovernmental organizations, endowments, individual donors, membership fees, fundraising events, registration fees for US universities fairs overseas, and revenue from publications.





LEADERSHIP DEVELOPMENT



FULBRIGHT STUDENT AND
SENIOR SCHOLAR PROGRAMS

The Fulbright Program is a singularly powerful tool for leadership development. Created in 1946, the program is today the premier US government exchange initiative. By facilitating the free flow of knowledge and ideas, Fulbright is dedicated to creating mutual understanding and cooperative relationships between the United States and partner nations abroad. Through this extraordinary endeavor students, scholars, and other professionals also gain critical international skills and develop the resources necessary for leadership in a world that is increasingly interconnected. With its unparalleled global reputation for excellence, the program draws participants from 130 countries, including the United States. In partnership with USIA and Fulbright commissions abroad, IIE's administration of the Fulbright Student Program spans more than fifty years. More recently, the Institute, with its affiliate the Council for International Exchange of Scholars (CIES), assumed responsibility for the Fulbright Senior Scholar Program as well.

My experience has been that true leaders — the ones who invite believers — are a mix of four elements: They are executives, entrepreneurs, examples and enthusiasts.

CATHLEEN BLACK
PRESIDENT, HEARST MAGAZINES

As a Fulbright scholar William Shullenberger taught in Uganda. Here his former Makerere University student Ayeta Anne Wangusa visits with him in the United States.

Educational exchanges such as the Fulbright Program have been an essential part of our public diplomacy. As we restructure our institutions for more effective engagement abroad, I can assure you that neither the status of the Fulbright Program, nor its independence, is expected to diminish. And I know those who administer the Fulbright Program will work to ensure that it continues its tradition of excellence in years to come.

SECRETARY OF STATE MADELEINE K. ALBRIGHT

convocations where students and scholars had an opportunity to hear recognized figures in specific fields discuss their views of leadership. The convocations also gave the Fulbrighters an opportunity to make connections with each other — opportunities that they would not otherwise have. Two recent convocations, in New York and Washington respectively, featured Cathleen Black, President of Hearst Magazines, and Paula Dobriansky, a Director at the Council on Foreign Relations. Fellows from the Council also participated in IIE's new series of informal roundtable discussions designed to enhance Fulbrighters' international perspective. Recent topics were "American Foreign Policy and Democratic Consolidation" and "Japanese Foreign Policy."

IIE helps develop leadership through many less public, day-to-day activities. Indeed, it brings an unmatched breadth of experience to its Fulbright management. The Institute coordinates a national recruitment effort for outstanding US students and convenes selection panels through its offices around the country — and in tandem with hundreds of US institutions. For Fulbright students coming from abroad IIE arranges for appropriate university placement, negotiates and administers cost-sharing, and provides effective student supervision for foreign students. For the scholar program, this academic network is equally important. Working with Fulbright campus coordinators in all fifty states, CIES responds to a huge number of inquiries each year and manages thousands of applications. It convenes peer review panels comprised of faculty and professionals across disciplines, and provides logistical and other support to both US and foreign scholars during their exchanges.

In addition to the special student/scholar events, IIE also provides a number of other unique value-added services to the Fulbright program, including special enrichment seminars, cultural activities, and, perhaps most important, leveraging additional financial assistance for Fulbrighters from private sources. The

Kenneth Holland Awards are notable. These awards, named for IIE's third president and funded by the Kenneth Holland Fund, give foreign Fulbright students the opportunity to build on their US experience upon their return home by supporting innovative projects of the students' own design. Among the projects funded to date are a literacy project in the Philippines, AIDS education for teens in South Africa, and an agricultural modernization project in Cambodia.

This year 2,800 of the world's most promising young people participated in the Fulbright Student Program, and more than 1,400 remarkable faculty and other professionals honed their skills and broadened their minds through the Fulbright Senior Scholar Program. The experience of one such US scholar, William Shullenberger, and his wife Bonnie exemplifies Senator J. William Fulbright's belief that "creative leadership



Esteban Biondi (left) won a 1998 Kenneth Holland Award. Here he is with his wife, son and Kenneth Holland's widow, Mary Holland, at the awards ceremony.

and liberal education...are the first requirement for a hopeful future for humankind." The Shullenbergers lived and taught in Uganda, where according to Bill they joined a "working group of intellectuals and writers emerging from two decades of civil chaos and state terror." At Makerere University, Bill's charge was to teach American literature, and Bonnie taught religion and creative writing. In a context of a national effort that put its limited resources primarily into technical development and rebuilding infrastructures, the Shullenbergers commented that their role was "to stress the importance of...literature...in the task of nation-building." Bill also helped develop a basic course in the literature of East Africa, and in the process discovered ways to teach American literature in an African context — via Walt Whitman. "My students heard in Whitman the ancient chant of the griot, the village and court poet, the visionary oral historian of a people."

HUBERT H. HUMPHREY FELLOWSHIP PROGRAM

Building mutual understanding and future leaders is also at the heart of the Hubert H. Humphrey Fellowship Program — another Fulbright activity with core sponsorship from USIA, and administered by IIE. The Program brings accomplished mid-career professionals to the United States for a year of study and practical experience. Fellows are in fields as diverse as agricultural development, journalism, and international finance, and hail from nearly 60 countries. They share a demonstrated commitment to public service, and a desire to establish lasting international networks with their professional counterparts. This year the Humphrey program included, for the first time, Fellows from Bosnia-Herzegovina and Vietnam.



Journalists and Humphrey Fellows Huang Ly Bui Duong (left) and Azra Alimajstrovic in the broadcast studio at the University of Maryland, College Park.

Special alumni activities are an important component of the Humphrey program. This year there were three regional and numerous national alumni conferences around the world. Humphrey alumni cited their experience in the program as a critical factor in their professional development. Dr. Reychad Abdool, a Humphrey alumnus who directs a drug treatment center in Mauritius, said that his experience helped him “go beyond clinical issues and get an international perspective on a phenomenon which has wide and varied ramifications.” A recent Humphrey conference in Nigeria provided “valuable networking opportunities for those working to encourage the development of civic education in the country,” according to one participant.

To celebrate the program’s upcoming 20th anniversary year, IIE is organizing a worldwide alumni gathering in Washington, DC with a keynote address by former President Jimmy Carter, who signed into law the program’s founding legislation.



GLOBAL EDUCATION AND TRAINING



The most critical success factor for nations as well as companies in the new millennium will be people whose minds are open to the world. Long before it became fashionable, the Institute of International Education embraced globalization. The Institute's definition goes beyond the flow of money and goods throughout the world. Rather, IIE approaches globalization within the context of the flow of intellectual capital. This exchange of ideas — between and among nationalities, regions, disciplines, generations — is the currency on which peace as well as prosperity depends.

More than forty years ago IIE opened its first overseas office. Today it has a diverse staff of educators, advisers, and development experts in fourteen countries. Through this network the Institute serves US government agencies, foreign ministries, corporations, international development banks, nongovernmental organizations (NGOs), and many private foundations. The Institute also benefits from the advice of a distinguished group of International Counselors drawn from the diplomatic, governmental, and business communities all over the world.

The reform efforts underway in Eastern Europe and the former Soviet Union offer fertile ground for young US specialists wishing to broaden their knowledge of and assist in the political, economic, and social transformation in the region. IIE's **PROFESSIONAL DEVELOPMENT FELLOWSHIPS**, funded by the US Department of State, support individuals in such fields as education reform, international relations, journalism, public health, and law. Fellows spend up to seven months in the Baltic countries, the Balkans, or the Newly Independent States (NIS). Among those participating this year are students investigating the role of education in building and strengthening democracy in Georgia and researching how the growth of NGOs committed to women's rights is aiding democratization in Russia. Fellows in the program are assisted by staff in IIE's New York, Budapest, and Moscow offices.

The Institute's overseas offices are a key element in the success of a significant number of IIE programs. A case in point is the **GE FUND SCHOLARSHIP PROGRAM**. Ten years ago the GE Fund — drawing upon the expertise of IIE's Mexico-based Office for Latin America — asked the Institute to design and manage a program through which outstanding Mexican undergraduates receive scholarships for technical studies at Mexican universities. Today this program is also available in Thailand, Korea, and Malaysia, the latter two in partnership with local

Through IIE's Development Training II Project, staff at the Egyptian Museum in Cairo receive specialized training.

Sean Berg, from the College of William and Mary, at his office in Amman.



Fulbright commissions. The GE Fund recognized that it could efficiently tap IIE's experience in Mexico, share it through the Institute's Southeast Asia Regional Office in Bangkok, and thereby ensure that its program would be successfully adapted for another region halfway around the globe.

Although IIE programs can be found in almost any country in the world, many are in developing countries, focused on democracy-building and economic development. Through the **FREE MARKET DEVELOPMENT ADVISERS PROGRAM (FMDAP)**, MBA candidates from US business schools have the opportunity to work in many such countries, giving management assistance to business-serving organizations and small companies, and in the process building their own international skills. This program is administered by the Institute in cooperation with the United States Agency for International Development

(USAID). One recent adviser, Sean Berg, spent ten months at the Jordan Loan Guarantee Corporation in Amman. Choosing to pursue a civilian career was a difficult decision since Sean had previously been an officer in the Marine Corps. FMDAP, however, allowed him to build upon the international and cross-cultural experiences he had had in the military. While working in Jordan he said, "I learned volumes and [gained] the ability to function effectively in a foreign environment. Also, because this company is essential in the promotion of small business and export development, I feel that if I assist in its growth, then I am also assisting in the country's economic development."

IIE recognizes that providing alumni networking — particularly in developing countries — enhances the value of programs for participants as well as for sponsors. For example, in South Africa, the Institute, in partnership with USAID, is laying the groundwork for a broad-based alumni organization encompassing the thousands of individuals who participated in USAID-funded training projects. This year IIE designed and delivered five intensive two-and-a-half day workshops throughout the country to help alumni sharpen their professional and leadership skills as well as facilitate networking among them. A common theme at every

workshop was the strong sense of commitment among the attendees to work for the “development of our community and nation.”

Through Institute offices in Washington, DC and Cairo, IIE has a long and fruitful history working in Egypt. Under **DEVELOPMENT TRAINING II (DT2)**, IIE is providing innovative, performance-based, results-oriented training in support of all USAID activities in Egypt. These range from training professionals engaged in restructuring the country’s national electric utility in partnership with the Ministry of Electricity and Energy to improving maternal and child health. Other areas include capital markets, girls’ education and cleaner air. Ultimately, more than 15,000 Egyptians will gain new skills under DT2 through specialized courses, internships, and targeted study tours in the United States.

Egyptian medical staff apply newly obtained knowledge at a neonatal unit in Cairo.



Richard Lord

To support maternal and child health, IIE designed and organized a US-based program for a select group of senior pediatricians from Egypt. They participated in an intensive training program at the Dartmouth-Hitchcock Medical Center in New Hampshire. Among the topics covered during the training were neonatal resuscitation, managing neonatal diseases of the central nervous system, and treatment of seizures. This initiative will help the country as it works to lower its high rate of infant mortality.

Promoting education for girls is another priority area in Egypt, and one way to assist in this effort is through educational television. This year IIE brought a group of Egyptian television professionals to the Children’s Television Workshop (CTW) in New York City to map out plans for an Egyptian version of *Sesame Street*. Producer Amr Koura characterized the experience as “a golden opportunity.” The team will be creating specifically Egyptian muppets including a little girl who is very active and curious. According to Mr. Amr, “this will be especially important for girls in a population that is 90 percent rural, where girls tend to be isolated in the home and often aspire no further than the kitchen and the nursery.” Another muppet will be a nature-lover who will help to illustrate the importance of environmental awareness. According to

writer Zeinab Mubarak, these specially-designed muppets will be “imbued with national characteristics,” so that children can identify with them.

Facilitating ongoing networks and relationships among alumni is also an important component of DT2. Recently IIE organized a breakfast meeting for alumni in DT2’s health and population training programs that featured a presentation by US Secretary of Health and Human Services, Donna Shalala. Close to 100 guests attended, among them US Ambassador to Egypt, Dr. Daniel Kurtzer, and Dr. Ismail Sallam, Minister of Health and Population.

Among the most pressing global issues — now and for the next century — is sustainable development. IIE’s **ENERGY GROUP** has, since 1981, worked to develop the skills and knowledge of key energy and environment professionals worldwide. With support primarily from USAID, the Institute has trained more than 6,000 people, from senior policy makers to industry engineers, in nearly 100 countries.

In the past year Energy Group activities have included a special “energy MBA program” in the Ukraine that prepares industry professionals as the country moves toward a market economy, and a specially-designed series of short-term technical training courses for the senior executives in the energy sector. In Indonesia, IIE is running several training programs including in-country courses on environmental management and modeling; conducting US-based study tours on improving power plant efficiency; and leading a US-based training and study tour on NGO development for the Association of Indonesian Renewable Energy Companies. In Manila, the Institute is working with the Philippine government in its efforts to mitigate greenhouse gas emissions throughout Southeast Asia. This project includes both training and technical assistance.

Environmental training — and sustainable development — also underpin an important project in Panama. Under the **GLOBAL**

TRAINING FOR DEVELOPMENT contract managed by IIE for USAID, a select group of 42 farmers and six agricultural technicians from the communities of the Panama Canal watershed participated in a training project to learn and to implement new, environmentally-appropriate farming methods. The 48 Panamanian men and women who took part in this program were specifically chosen for their leadership potential. Although few of them have formal education, all are respected and influential within their communities in the Canal watershed area. They are thus ideally suited to further the project’s goals long after the formal training ends. Among the topics covered were the use of natural rather than chemical fertilizers, planting windbreaks, and alternatives to traditional (yet environmentally devastating) “slash and burn” methods of field-clearing. Initial training took place for six weeks in Panama, followed by a six-week residency at the Santa Cruz Institute in Tucson. The training for the group also included a four-day study tour in Mexico where they observed many of the same types of problems (and solutions) that they face in the Canal watershed. With the imminent return of the Panama Canal to Panama, this project is particularly important. IIE designed this project in cooperation with USAID/Panama. Ultimately, it will provide environmental training for 300 individuals in the Canal watershed area.

DT2 participants Amr Koura (left) and Zeinab Mubarak pose with a friend.



Richard Lord

The Institute also administers extensive environmental training programs in Asia through the **ENVIRONMENTAL EXCHANGE PROGRAM (EEP)**, a component of the USAID-funded **UNITED STATES-ASIA ENVIRONMENTAL PARTNERSHIP (US-AEP)**. Among the programs administered this year was a specially-designed study tour for a delegation of high-level environmental and medical professionals from India. The environmental impact of improper medical waste disposal is enormous — especially in India, where medical centers are serving an ever-increasing population. The participants in this program all have significant responsibility for staff training, planning, purchasing, and evaluation of institutional or community practices, and included senior public health policy executives, environmental engineers, medical directors, and doctors. These are men and women whose perspectives, strengths, and constituent



Worldwide Photo

cies complemented one another and who can make a real difference at their institutions and in the larger community. The IIE program focused on integrated waste management. Delegates met with representatives from more than two dozen organizations including hospitals, private firms, NGOs, and government agencies. Among the topics covered were safe recycling procedures, the use of coded signs and stickers to identify hazards in the hospital, a team approach to organizing and educating facility staff, and the disinfection and shredding of waste so that it is not dangerous when sent to landfills.

In addition to professional exchanges, study tours, and technical training, IIE has many programs in Asia that build capacity in the academic community directly. A new program this year, the **ASIAN STUDIES IN ASIA (ASIA) FELLOWSHIP** program, provides opportunities for Asian scholars and public intellectuals to spend an extended period of time in another Asian country to learn about that country from an Asian rather than a Western perspective. Thus, an Indian economist might spend an academic year in Beijing studying the Chinese economy, or a Thai scholar might study contemporary literature in Indonesia. This program also facilitates links among Asian scholars and specialists within the region. With the growing interdependencies among Asian countries, this kind of regional leadership development is both

Through Global
Training for
Development
Panamanian farmers
learn new farming
techniques.

Nothing could be as satisfying as knowing you are opening minds to knowledge...that you are creating the critical mass of human capacity that will lead a society to sustainable development.

J. BRIAN ATWOOD, ADMINISTRATOR,
UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

timely and important. This program is funded by the Ford Foundation, and is administered by the Council for International Exchange of Scholars (CIES), in cooperation with Institute offices in Asia.

IIE's commitment to the exchange of ideas, and the resulting intercultural understanding, finds particularly dramatic expression through the many programs administered through the Institute's **ARTS INTERNATIONAL** (AI) division. One such program is INROADS, a multi-disciplinary performing arts initiative that encourages collaborations between US artists and their colleagues in Africa, Asia, and Latin America. This year IIE presented **INROADS: THE AMERICAS**, a week-long exploration and celebration of the diversity of the performing arts in the western hemisphere. More than two hundred artists, scholars, and professionals gathered in Miami to perform, view, and discuss work that challenged stereotypes, encouraged dialogue, and exposed national and international presenters to a wealth of talent. **INROADS: THE AMERICAS** was designed and presented by AI in collaboration with Miami-Dade Community College, one of the largest and most diverse US institutions of its kind. A consortium of public and private donors funded the project, including the Ford Foundation, The Rockefeller Foundation, AT&T, the National Endowment for the Arts, the National Performance Network, the State of Florida-Division of Cultural Affairs, The Metro-Dade Cultural Affairs Council, The International Presenters' Forum, the Burstein Family Foundation, The National Dance Project and Fonarte, a Brazilian foundation.

Some IIE programs are specifically designed for individuals in a certain field — the arts for example, or energy. Others are more broadly based, notably USIA's **INTERNATIONAL VISITOR PROGRAM** (IVP), which will mark its 60th anniversary next year. The IVP brings professionals in all fields to the United States for carefully targeted visits. In addition to professional meetings, these visits are designed to illustrate this country's diversity, and to offer first-hand opportunities for participants to gain a real understanding of US life and culture.

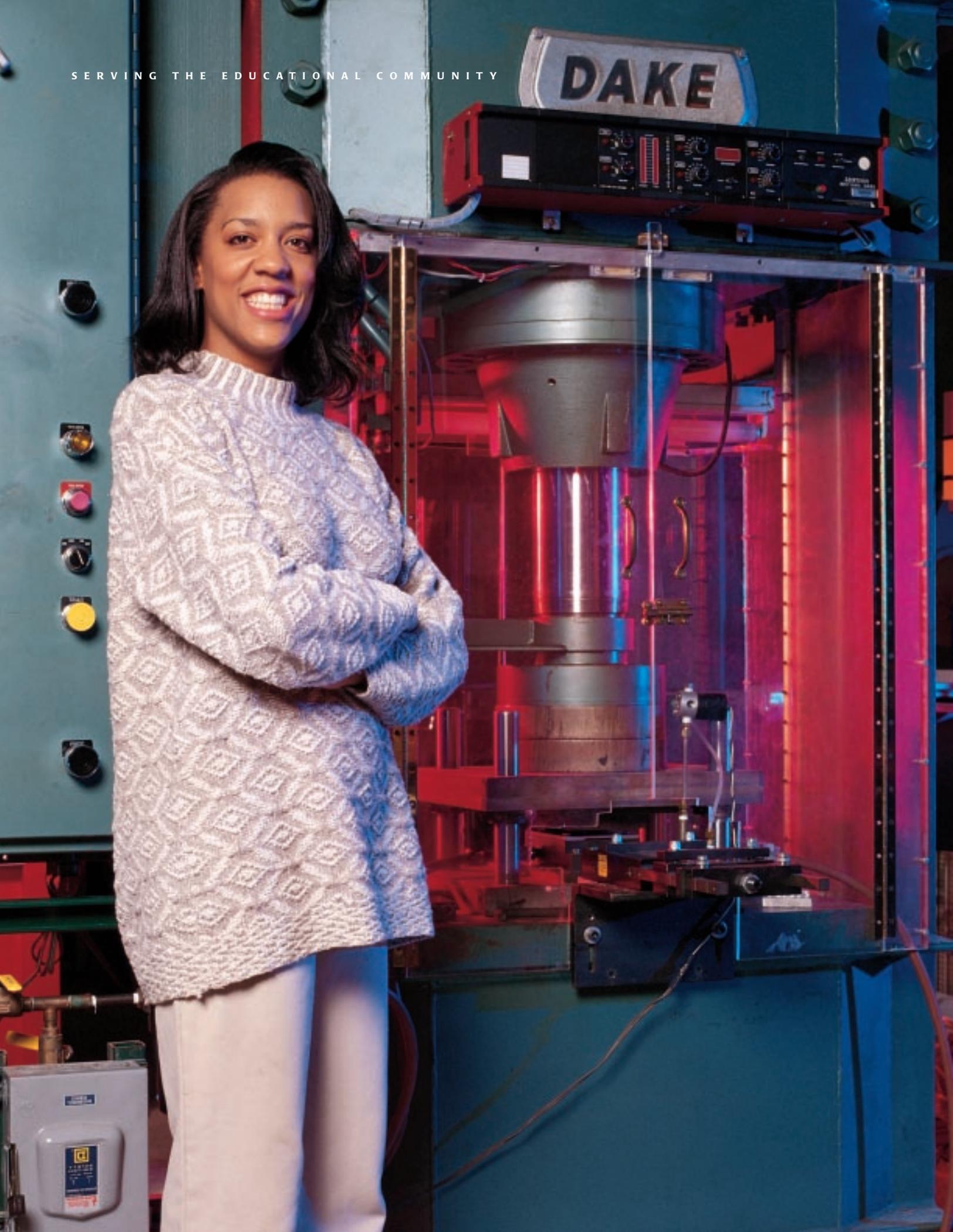
From business to the environment to the arts, IIE develops and implements hundreds of programs every year that encourage thousands of men and women to become more internationally competent. In so doing, the Institute enables these emerging leaders to develop the capacity to think globally as they work to improve the societies in which they live.



SERVING THE EDUCATIONAL COMMUNITY

S E R V I N G T H E E D U C A T I O N A L C O M M U N I T Y

DAKE



The stunningly rapid changes of the last decade, in tandem with enormous expectations for the coming century, put a premium on education. As the recent UNESCO World Conference on Higher Education underscored, the educational demands placed on individuals, on institutions, and on nations will become even more intense in the future. More people will go to school in the 21st century than in all of human history. What they learn will determine the future of the planet.

Once considered a luxury, international education is rapidly becoming a necessity — the prerequisite for progress in an increasingly interconnected world. IIE's work in promoting study abroad for Americans and access to US higher educational institutions for citizens of every country spans most of the century.

Drawing upon this solid record of achievement, IIE is ensuring that its work will continue to set the standard in the next century through programs and services that are innovative, responsive, and effective. To enrich the Fulbright experience,

Employers need diversity — not just racial or gender diversity. They need [employees] with different ways of thinking, different ideas, creative innovation. I now have a new perspective that I can bring to my employers.

TRACY MACK
GLOBAL ENGINEERING EDUCATION EXCHANGE ALUMNA

For example, the Institute offers regular opportunities for Fulbright students and scholars to interact with each other and with business and government leaders. IIE also designs programs to meet urgent student needs, such as ASIA-HELP (see next page).

The hundreds of opportunities available through IIE include traditional classroom-based academic study, hands-on internships, study tours, technical training,

IIE's Global E³ Program gave Tracy Mack of Rensselaer Polytechnic Institute the opportunity to study in Singapore.

arts and performance exchanges, leadership and professional development seminars, and conferences on all aspects of international education in the United States and abroad. IIE also offers educational testing and advising services that benefit tens of thousands of students around the world every year.

IIE is the source of first resort for those seeking information on international education. Every day last year more than 20,000 individuals visited the Institute's website, where they found everything from online program applications to the latest statistics in the field. Among IIE's eagerly-awaited annual publications are the USIA funded *Open Doors*, the census of international student mobility that is now in its 50th year, *Academic Year Abroad*, a comprehensive directory of overseas study opportunities, and materials on funding sources for both US and international students. Through its institutional membership program IIE also maintains active ties with more than 600 US and international colleges and universities. Among the benefits the Institute provides to its membership are regular newsletters, both traditional and online versions of various IIE publications, a special members-only area of the website, and regional internship and scholarship opportunities.

Almost half a million students from all over the world come to the United States to study. According to the most recent *Open Doors*, more than half come from Asia. This year a large number of these students faced an unprecedented problem — the Asian currency crisis. Due to plummeting currency values, many students and their parents, especially from Indonesia, Korea, Malaysia, and Thailand, were hard pressed to find the dollars needed for US study. The Institute recognized the gravity of this situation and, in collaboration with the Freeman Foundation, developed an innovative new program, **ASIA-HELP** (Asian Students in America-Higher Education Loan Program). With a \$7.75 million grant from the Freeman Foundation, ASIA-HELP provides zero-interest loans to qualified Asian students in the United States to help meet their academic financial needs. In announcing the program, Foundation Chairman Houghton Freeman said, "For these young people to abandon their US education would be deplorable. Their intellects and skills will be needed to help rebuild their countries' economies." ASIA-HELP, which will provide up to 1,400 loans to Asian students over the next two years, requires efficient — and timely — implementation. To ensure the program's rapid launch, the Institute mobilized its network of US and overseas offices to work with eligible host campuses. IIE also developed a paperless electronic application process through its website, and successful applicants were notified of their awards within one month.

IIE programs are also helping ever-growing numbers of US students and professionals study in Asia. One such program, the **FULBRIGHT MEMORIAL FUND TEACHER PROGRAM** (FMF), supported by the Government of Japan and sponsored by the Japan-US Educational Commission, offers intensive three-week study tours of the country. This program enables 600 primary and secondary school teachers annually to gain a more global perspective through meetings with educators and other professionals, as well as seminars and cultural programs in several Japanese cities. One recent FMF participant, Donal Leace, said that his experience changed his view of Japan. Donal teaches at the Duke Ellington School of the Arts, a public high school in Washington, DC. This program gave him the idea to develop a new course. "We will look at the different forms of theatre, costumes, music, makeup, dance, settings, and painting. Any introduction to Japanese culture will be new for my students, and I am really looking forward to the outcome since I typically teach theatre from a western, eurocentric perspective."

Asia was also the region of choice for US engineering student Tracy Mack, who spent a semester studying at the Nanyang Technical University in Singapore through IIE's **GLOBAL ENGINEERING EDUCATION EXCHANGE** (Global E³). Commenting on the personal growth she experienced in Singapore Tracy said, "I will forever have an open mind and an open heart, open to different experiences, different people, places — everything." Tracy's studies in Singapore also, she said, increased her marketability with employers. "Employers need diversity — not just racial or gender diversity. They need [employees] with different ways of thinking, different ideas, creative innovation. I now have a new perspective that I can bring to my employers." Tracy, who is graduating from Rensselaer Polytechnic Institute in 1999, accepted a job offer from General Motors, where her international studies will be a real asset.



Cable Risdon

"I had Asia Pacific experience in my portfolio. That's one of the areas [GM] needs that I could bring to them." And GM is just the beginning. Tracy hopes one day to be the "CEO of a Fortune 500 company." Global E³ facilitates academic exchanges among engineering students at more than 70 universities in a dozen countries. The program received funding from the National Science Foundation, AT&T Foundation, the US Department of Education and, most recently, Ford Motor Company. Global E³ is also supported by participating US universities.

Learning to be "open to different people" is a common experience for many who take part in IIE-administered programs. Facilitating this kind of interpersonal understanding is, in fact, a major goal at the Institute. An especially dramatic illustration is found in the **CITY AT PEACE IN ISRAEL** project organized by IIE's **PROFESSIONAL EXCHANGE PROGRAMS** (PEP) and sponsored by USIA's Office of Citizen Exchanges. City at Peace (CAP), a US-based group, uses the performing arts to teach cross-cultural communication skills and violence-prevention strategies to young people from vastly different backgrounds in Washington, DC. To support the use of such techniques in an international context, IIE developed a

FMF alumnus Donal Leace (left) explains aspects of Japanese theatre to some of his students.

project to bring CAP to Israel. The three-phase program is designed to demonstrate how performing arts techniques can be used to overcome stereotypes and barriers among the diverse communities in Israel. CAP staff and volunteers traveled to the country and presented two intensive workshops for many individuals and organizations that share a commitment to establishing peace programs for young people. Among the topics covered were trust-building and conflict resolution through role-playing, as well as strategies for recruiting, retaining, and developing leadership in young men and women participating in the program.

The Israeli project is just one of dozens of professional exchanges PEP designs and implements every year. PEP programs benefit individuals in many fields, but one — higher education — is particularly important for IIE. This year PEP organized several programs on the subject, notably a specialized US study tour



Israelis join with US trainers to learn anti-violence techniques through the City at Peace Program.

for a select group of educators from the University of East Timor (UNTIM). UNTIM has built a reputation for successfully fostering its students' personal and social development despite continual staffing, facilities, and funding challenges. IIE designed the **EAST TIMOR EDUCATIONAL EXCHANGE PROGRAM** to create opportunities for linkages between US higher educational institutions and UNTIM. The delegation met with educators and administrators in five US cities to explore staff enhancement, technical resource improvement, and the possibility of faculty and student exchanges.

Higher education regionally — and globally — was also the topic for two IIE symposia this fall. As Secretariat to **ARTES LIBERALES** (a group of distinguished rectors and leading professors from East Central Europe and the NIS), the Institute's Budapest office convened a conference in October to discuss the theory — and to observe the practice — of liberal education. Traditionally post-secondary education in this region is weighted toward a highly compartmentalized technical or vocational curriculum. The integration of liberal education — which emphasizes concepts such as critical thinking, interdisciplinary work, and class participation — is thus proving to be a challenge. The conference gave participants a forum to share results

and ideas, as well as to address their problems in both small group discussions and during a plenary session. More than 100 educators and political leaders attended, including rectors and institute directors from such prestigious institutions as the University of Warsaw, Charles University in Prague, and St. Petersburg State University. Artes Liberales is funded by the Educational Leadership Program of the Christian A. Johnson Endeavor Foundation.

Conferees at a December IIE/CIES gathering, the **SYMPOSIUM ON GLOBAL HIGHER EDUCATION ISSUES**, broadened the discussion to encompass a number of challenges facing educators internationally. While there are certainly significant differences among the world's systems of higher education, there are also many areas of considerable convergence. Among them are: the effects of technology

IIE's assets — a pioneering history, many connections, extensive experience in exchanges, and leadership in the field — give it the sustainability needed to take a leadership role in international education.

ALICE ILCHMAN
CHAIRMAN OF THE BOARD, ROCKEFELLER FOUNDATION

on everything from teaching to learning to research; the growing demand for lifelong education and for non-traditional offerings such as short-term courses and certificate programs; the privatization of higher education; and issues of access and equity. This conference, which was funded by the Rockefeller Foundation, drew educators as well as policy and grant makers from nine countries on five continents. Alice Ilchman, President Emerita of Sarah Lawrence College, and Chairman of the Board of Trustees of the Rockefeller Foundation, commended IIE's leadership in convening the symposium, commenting that the Institute was particularly well-suited for this role in light of its "pioneering history, many connections, extensive experience in exchanges, and leadership in the field." Discussing the place and the role of the university she added, "The promise and achievement of the universities around the world and the extraordinary demand for their services command our attention to help make them more useful social institutions. In addition to the intellectual and character building attributes of liberal education, there is [also] a case for it as an essential and marketable education. Liberal arts, the arts of thought, perception, and judgment, are not a luxury for members of a society who must wrestle with the most difficult problems." Ms. Ilchman concluded that "universities prosper in free and open spaces, the space of civil society. Civil society, that space that is neither the government nor the marketplace, allows us to establish our identities and determine our purposes. Civil society prepares us to live and work successfully in a democracy, because it is there that citizens find their voice, determine goals and work toward their ends." The institute also flourishes in that space of civil society, its many programs and services serving the cause — and the necessity — of liberal education.

The Institute's work as a source of new ideas and a catalyst for action within the global higher educational community is in large measure due to its enduring and fruitful partnerships with dozens of foreign governments and international organizations. One of its most established relationships is with the **INSTITUTO BRASIL-ESTADOS UNIDOS** (IBEU) in Brazil. IBEU was founded in 1937 on the recommendation of the Institute's first president, Stephen P. Duggan, Sr., who wanted to strengthen political, cultural, and economic ties between the United States and Brazil. It has subsequently grown into one of Rio de Janeiro's most dynamic educational and cultural centers, providing a range of arts and cultural programs, including scholarships, educational advising, and English language training for over 20,000 students per year. Today IBEU and IIE are celebrating their 60th anniversary — six decades of close cooperation during



Richard Lord

This year, two dozen Brazilian engineering students studied at US universities through a new IIE program.

which the two institutes fostered opportunities for Brazilian undergraduates to study in the United States. This year, IIE provided placement and financial services to 28 IBEU-sponsored students.

Building upon this solid foundation, IIE this year helped develop a new program — the **BRAZIL-US EDUCATIONAL PARTNERSHIP**, sponsored by CAPES, a foundation under the Ministry of Education. This program grew out of the US-Brazil Agreement on Education Cooperation signed in 1997 by Presidents Clinton and Cardoso. Its goals are to encourage fruitful international discussion and linkages between US and Brazilian academic departments and to build up new undergraduate curricula at Brazilian universities. In this pilot year, 24 undergraduates in agriculture and engineering studied at six US universities. The program also includes summer internships following the students' academic work.

The Institute has been the source for many innovative, intercultural programs over its 80-year history. IIE founders envisioned an organization that would, through just such programs, help to serve the cause of peace and to internationalize higher education. By designing and implementing more than 200 programs annually, the Institute is continuing to realize this vision, one that is just as relevant for the coming century as it has been for the last.



SERVING INTERNATIONAL BUSINESS

S E R V I N G I N T E R N A T I O N A L B U S I N E S S

In partnership with many international corporations, IIE designs and administers programs that help prepare individuals to meet the needs of the global business community.



Corporations all over the world are increasingly recognizing the value — indeed the necessity — of managers who think and act based on a global perspective. IIE has, for almost 80 years, been in the business of helping men and women who are seeking corporate leadership roles to acquire and hone their abilities through work and study outside their home countries. Helping to meet the human resource needs of international business is an important aspect of the Institute's work, and to that end IIE this year established a special President's Advisory Council comprised of distinguished human resource professionals.



In many of the programs IIE manages, most notably **FULBRIGHT** and **INTERNATIONAL VISITOR**, a significant number of participants pursue professional development opportunities in business-related activities such as finance, entrepreneurship, and marketing. Other programs have a specific business or professional orientation, such as the **MUBARAK PROFESSIONAL DEVELOPMENT INITIATIVE**, supported in part by USAID. Through this program, junior-level Egyptian professionals take two-month internships with US companies. This year the 40 men and women who participated focused on further developing their management skills in such areas as marketing, sales, finance, and human resources.

Business is also a major focus of the **ENRON SCHOLARSHIPS**, a new program managed by IIE offices in New York and Houston. Enron, an integrated utility company, is supporting graduate studies in Texas for Mozambican students. The Institute's work for this program includes student selection and academic supervision. The Enron Scholarships also support students in engineering and the geosciences.

IIE's work with corporations also includes collaborating on programs for very specific constituencies. In partnership with Lucent Technologies, IIE will administer a new initiative, the **LUCENT GLOBAL SCIENCE SCHOLARS PROGRAM**. Through this worldwide talent search, Lucent will recognize 80

Increasingly, global business requires an internationally trained staff.

Raychem employees definitely consider this [children of employee program] an important benefit. IIE...is a delight to work with, very responsive and very thorough.

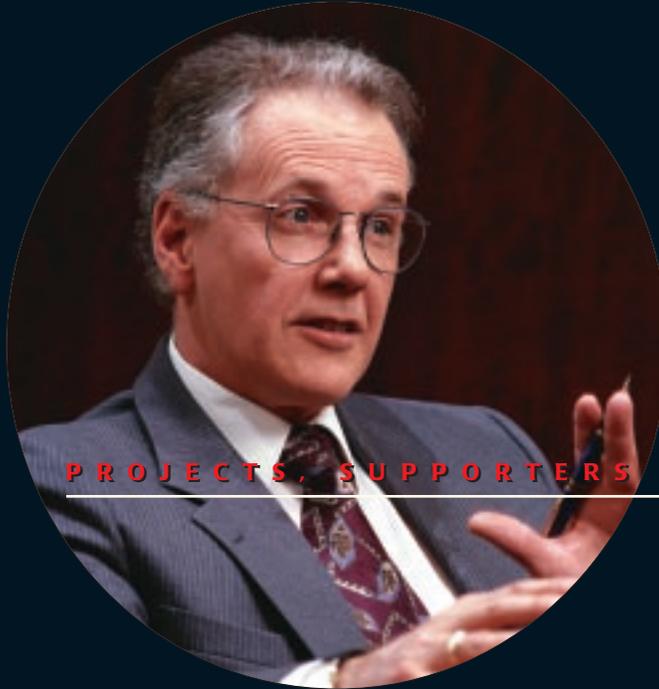
JUDY PRINGLE, BENEFITS SPECIALIST, RAYCHEM CORPORATION

recent high school graduates and first-year university students from ten countries — including the United States — who have demonstrated excellence in science, math, and technology. Students will receive a financial award, a week's site visit to Lucent/Bell Labs US headquarters, and internships at Bell Labs facilities. Through its staff in New York and overseas, and in partnership with local organizations in several other countries, IIE will manage the international portion of this program.

In addition to helping prepare individuals — through many different programs — for careers in business, IIE works directly with a number of corporations on their **CHILDREN OF EMPLOYEE (COE)** scholarship programs. Such programs are individually-designed to meet the specific needs of the corporation and its employees, and offer studies in the United States, in the employee's home country, or in a third country. Central to each is the meticulous attention to detail and thorough understanding of vastly different educational systems that IIE brings to each corporate partner. IIE's extensive experience also ensures that every scholarship competition will be open and fair. All activities — recruiting, distributing and processing applications, assessing financial need, selecting grantees, and administering the grants — receive the same professional service. The Institute developed new COE scholarship programs in partnership with a number of corporations this year including Chevron, LSI Logic, Lockheed Martin, Harsco, Harman International Industries, and Phelps Dodge.

Another major corporation, Toyota Motor Sales U.S.A., also turned to IIE when it needed an experienced partner for its new educational program. The Institute, with its solid expertise in professional development for secondary school teachers, together with its longstanding experience in Japan, is ideally positioned to administer the **TOYOTA INTERNATIONAL TEACHER PROGRAM**. IIE handles all aspects of this program through which 50 US high school teachers travel to Japan for twelve days to meet with educators and other professionals in four Japanese cities.

Many international corporations actively seek local employees who have had US academic or professional training. To assist these companies — and those international students seeking work back in their home countries — IIE publishes a series of books in cooperation with local American Chambers of Commerce that list job opportunities for returning nationals. This year IIE published five books in the series — **RETURNING TO EAST CENTRAL EUROPE ... HONG KONG ... INDONESIA ... RUSSIA ... THAILAND**. Multinational corporations also benefit from the Institute's extensive research database on international students studying in the United States. Through IIE's **LOCATOR REPORTS**, companies can identify, for example, the US campuses that host the largest number of Russian international law students, Thai business students, or Argentineans pursuing MBAs.



PROJECTS, SUPPORTERS & FINANCIALS

Projects and Sponsors

In fiscal 1998 IIE provided a variety of services for the projects and sponsors listed below.

EDUCATIONAL EXCHANGE, TRAINING, AND TECHNICAL ASSISTANCE PROGRAMS

AGRICULTURE/NATURAL RESOURCE MANAGEMENT

Bangladesh Agricultural Institute
The Ford Foundation

Bangladesh Agricultural University
The Ford Foundation

East India Rice 2
The Ford Foundation

Halco Scholarship/Guinea
Halco, Inc.

Pakistan Agricultural Research Project
The World Bank

ARTS

Cintas Fellowships
Cintas Foundation

Fund for US Artists at International Festivals and Exhibitions
National Endowment for the Arts; The Pew Charitable Trusts; The Rockefeller Foundation; USA

Richard A. Horowitz Fund for Professional Development
The Ford Foundation

INROADS
The Ford Foundation

INROADS/Asia
Asian Cultural Council; The Ford Foundation

International Presenters Forum
The Pew Charitable Trusts; Jahangirnagar University; The Ford Foundation

Lila Wallace-Reader's Digest International Artists Program
Lila Wallace Readers Digest Fund

Royal Academy of Dramatic Art/United Kingdom
Royal Academy of Dramatic Art

Studio Art Centers International
Studio Art Centers International

University of Birmingham
University of Birmingham Drama School

Vocal Competition
Edith Hammerslough

Webber Douglas Academy of Dramatic Art/United Kingdom
Webber Douglas Academy of Dramatic Art

BUSINESS, TRADE, AND ECONOMICS

Enforcement of Intellectual Property Rights in China
USIA

Enron International Scholarships
Enron International Inc.

Ford Foundation Postdoctoral Research Fellowship Program in Economics
The Ford Foundation

Free Market Development Advisers Program
USAID

Fulbright CII Fellows for Leadership Fellowships in Management Program
Confederation of Indian Industries

Governance/India
The Ford Foundation

Intellectual Property Rights Enforcement - Baltics
USIA

Ioehpe Scholarship
Fundacion Ioehpe

Korean Ministry of Government Officials
Republic of Korea, Ministry of Government Administration

Leadership Development Program
USAID

Mandela Economic Scholars Program
USAID

Edmund S. Muskie Fellowship Program
USIA

G. Unger Vetlesen Norwegian Fellowship
G. Unger Vetlesen Foundation

University of Chittagong/Ford Foundation
The Ford Foundation

COMMUNICATIONS

Korea Press Center Journalist Training
Korea Press Center

Legal Aspects of Broadcast Journalism Conference
Robert McCormick Tribune Foundation

North American Journalist Exchange
The Freedom Forum

Samsung Press Foundation Fellowship Program
Samsung Press Foundation

Telecommunications in Slovenia
USIA

DEMOCRATIC DEVELOPMENT

Center for Democracy and Reconciliation
Center for Democracy & Reconciliation in SE Europe

Central and Eastern European Law Initiative (CEELI)
USAID

Legal Aid Seminar
The Ford Foundation

Legal Reform Project
American Bar Association

Social Policy Grants
The Ford Foundation

Professional Development Fellowships Program
US Department of State

EDUCATION

California Culinary Academy Scholarships
California Culinary Academy

Chilean Program for Educational Professionals
Chilean Ministry of Education

Conoco Study Abroad Grants
CONOCO

CTAPS Indonesia Summer Seminar
East West Center/Honolulu

Dallas International School Teacher Exchange
Dallas International School

Duke Energy Study Abroad Grants
Duke Energy

East Timor Education Exchange
USIA

Educational Leadership Program
Christian A. Johnson Endeavor Foundation

Exxon Azerbaijan Scholarships
Exxon Ventures, Inc.

Germanistic Society of America/Quadrille Fellowships
Germanistic Society of America

Higher Education: Developing Interuniversity Linkages
Citibank

IIE/Southern Grants-in-Aid
Individual Donors

IIE/Southern Student Loan Fund
Individual Donors

Japan-IMF Scholarship Program for Advanced Studies
International Monetary Fund

Junior Faculty Development Program
USIA

JUSEC-FMF Teacher Program
Government of Japan; Japan-United States Educational Commission

Lusk Memorial Fellowship
Charles D. Lusk and Marie Koupal Lusk Trust

Pennzoil Caspian Development Scholarship Program
Pennzoil Company

Program for EFL Educators from Taiwan
Foundation for Scholarly Exchange/Taiwan; Ministry of Education/Taiwan

Stanford University - New Democracy Fellowship Program
Stanford University

Toyota International Teacher Program
Toyota Motor Sales, U.S.A.

TRW Foundation Program
TRW Foundation

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UNESCO Short-Term Fellowship Programs: Africa/Arab States/Asia/Europe/ Latin America-Caribbean
USIA; UNESCO

Michael Vinciguerra Scholarships
Michael Vinciguerra Fund

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Fundacion para el Futuro de Colombia

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French Government Teaching Assistantships in English
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IBEU/IEE Short-term Training Program in Law and Medical English
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Korean Teaching Assistantships in English
Ministry of Education/Korea

Paedagogischer Austauschdienst Teaching Assistantships
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NONGOVERNMENTAL ORGANIZATION DEVELOPMENT

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SCIENCE & TECHNOLOGY/ ENVIRONMENT

Africa and Middle East Solid Waste Orientation Visit
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Armenia/NIS Energy Training Development Project
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Chung Shan Institute of Science and Technology/Taiwan
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Energy & Environment Training Program
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Energy Efficiency Housing Project Orientation Visit
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Fulbright/CONACYT/IEE Scholarship Program
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General Electric Scholarships:
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PUBLICATIONS

Academic Year Abroad 1998/99

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Kaplan Educational Centers

Open Doors 1997/98: Report on
International Educational Exchange
USIA

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TESTING

Computer-Based Testing:
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East Central Europe/Latin America/
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University; West Africa Rice
Development Association; Wildlife
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RECRUITMENT TOOLS

Locator Reports
US corporations

Recruitment Guide to Thailand
Citibank, N.A.

Returning to... Series includes Hong
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Building upon its distinguished 80-year history, IIE is moving into the next century with renewed vigor — and vision. In partnership with hundreds of forward-thinking individuals, corporations, and foundations, the Institute is meeting the educational challenges of an ever more complex world. We are profoundly grateful to all those who joined with the Institute to make a difference in the world.

CAPITAL CAMPAIGN

IIE is pleased to announce the successful completion of its capital campaign to match a \$5 million challenge grant from the Ford Foundation. The Foundation grant, made in 1995, was in recognition of IIE's more than 75 years of service to international education. The resulting \$10 million capital fund will give the Institute added leverage to respond quickly and effectively to rapidly changing world events.

We are particularly grateful to our lead donors, The Marion O. and Maxmillian E. Hoffman Foundation, Inc., the Henry and Elaine Kaufman Foundation, Inc., and The Starr Foundation, for their generous gifts of \$1 million or more to spearhead this initiative.

Among the projects and activities made possible through this fund are: launching initiatives with IIE's affiliate, the Council on International Exchange of Scholars (CIES) to benefit the Fulbright Senior Scholars Program; establishing a presence in Beijing to strengthen exchanges between the United States and China; providing services in Russia, including the publication of a career guide for Russian students returning home after study abroad; and expanding the Institute's comprehensive website that is now visited by hundreds of thousands every year.

The campaign was conducted under the leadership of IIE Trustees Victor J. Goldberg, Thomas S. Johnson, Rodman C. Rockefeller, and Henrik N. Vanderlip. The Capital Campaign pledges and contributions listed below were received as of December 31, 1998.

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The IIE/Midwest Benefit Dinner featured Presidential Candidate Lamar Alexander on June 9, 1998 at the Ritz Carlton Hotel.

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1998 "COIN OF THE NEW REALM: EURO AND ITS IMPACT ON US BUSINESS"

This year's IIE/Rocky Mountain benefit on September 23, 1998 focused on the adoption of the Euro and featured the "guru" of the Euro, Mr. Frederik A. von Dewall, chief economist for multinational ING Group.

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Leadership Excellence, Inc.
Lucho
Andrew T. Lyos, M.D.
Betty & Gene McDavid
Mark's Restaurant
Memorial Animal Clinic
Methodist Hospital's Institute of Preventive Medicine
Metropolitan Museum of Art
Galleria Shop
Museum of Printing History
My Table Magazine
Neiman Marcus
Connie Ogg
Origin Design
Orvis
Pablo Cabrera el Olmo
Pace Entertainment Corp.
The Phone Center
Post Oak Bar & Grill
Renata's Restaurant
Rice Athletics
Rice University College of Continuing Education
Rodriguez Academy of Dance
Roger Clemons
Rudy Rincon & Grupo Ka-Che
Mary Russell
Leigh St.-Germain
Sabroso
Salon Entre Nous
Salon for the Senses Sabastian Gerlettie
Sari Sansar
Schieffelin & Somerset Co.
Segafredo Zanetti Espresso
Sehgal's International Jewelers
Semper's
Shear Graphics
Smoker's Gallery
Starbuck's
Surroundings
Theatre Under the Stars
Merrienne Timko
Gabriel Tran Photography
University of Houston Athletic Department
Urban Retreat
Diana & Chase Untermeyer
Vanity Salon
Vallone's
Westside Dance Center
Birdie Wheeler
Judy Wheelock
Judy Wilson
Geraldine Wise
Woodlake Travel

WEST COAST

1998 ANNUAL BENEFIT DINNER

IIE/West Coast honored the current and past leadership of Bank of America, David A. Coulter, Richard M. Rosenberg, A.W. Clausen, Samuel H. Armacost, and Rudolph A. Peterson, with IIE Distinguished Service Awards at a dinner held in San Francisco's Old Federal Reserve Bank on September 14, 1998.

HONORARY CO-CHAIRS

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David & Darlene Bossen
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The Honorable & Mrs. William H. Draper, III
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John B. Sias
Dr. & Mrs. Alejandro Zaffaroni

HONORARY DINNER COMMITTEE

Sally Baldus
Benjamin J. Baum
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Mr. & Mrs. Donald G. Fisher
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E. C. Grayson
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The Honorable Bill Jones
Edward Karkar
Golda Kaufman
Steven Krausz & Alison Gold
Mr. & Mrs. Edmund W. Littlefield
Joseph Martin, Jr.
Kimi Narita
Keith Provo
Harrier Meyer Quarre
David L. Ratner
Thomas V. Reichling
Toni & Arthur Rock
Madeleine H. Russell
Albert R. Schreck
Charles & Helen Schwab
Gisele Stavert
Mrs. Harley Stevens
Roselyne C. Swig
Marsha Vande Berg
Ann Wagner
Roger O. Walther
Griffith Way
Wesley & Thelma Witten
Marcia & Paul Wythes
Supervisor Michael Yaki

CORPORATE & FOUNDATION SUPPORT

AirTouch Communications
A.T. Kearney Inc.
BancAmerica Robertson Stephens
BankAmerica Corporation
BT Alex. Brown
California Teachers Association
Chevron Corporation
The Chronicle Publishing Company
Deutsch, Inc.
Dodge & Cox
Draper International
Duff Ackerman Goodrich & Associates, L.P.
Ernst & Young LLP
Fair, Isaac & Company Inc.
Franklin Templeton Group
Fremont Group
Gap Inc.
Richard and Rhoda Goldman Fund
Hellman & Friedman, LLC
Kendall-Jackson Vineyards & Winery
Levi Strauss & Co.
McKinsey & Company, Inc.
Montgomery Capital Corporation
Philip Morris Companies Inc.
See's Candies, Inc.
The San Francisco Foundation
Spencer Stuart
The Swig Foundation
Weiss, Peck & Greer, LLC
Wells Fargo Bank

Member Institutions

More than 600 US colleges and universities, institutions outside of the United States, and US nonprofit organizations were affiliated with IIE as member institutions this year. These members make up a vital communications network. They participate in IIE seminars and conferences and share information through *Reaching Partners*, published quarterly, as well as *IIE Interactive*, an electronic newsletter. These resources are distributed to over 2,000 foreign student advisers, study abroad counselors, admissions officers, and other university and NGO officials.

UNITED STATES

ALABAMA

Auburn University
Birmingham-Southern College
North Harris Montgomery
Community College District
Spring Hill College
Talladega College
Troy State University
Tuskegee University
University of Alabama
University of Alabama at
Birmingham

ARIZONA

American Graduate School of
International Management
Arizona State University
University of Arizona
University of Arizona, Center for
ESL

ARKANSAS

Arkansas State University
Hendrix College
University of Arkansas, Fayetteville
University of Arkansas, Little Rock
University of Central Arkansas

CALIFORNIA

Academy of Art College
Azusa Pacific University
California Institute of Technology
California Institute of the Arts
California Lutheran University
California State University, Chico
California State University, Fresno
California State University,
Hayward
California State University, Long
Beach
California State University, Los
Angeles
California State University,
Monterey Bay

California State University,
Northridge
California State University,
Sacramento
California State University, San
Bernardino
California State University, San
Marcos
Chapman University
Citrus Community College
Claremont Graduate University
Claremont McKenna College
College of Notre Dame
Glendale Community College
Golden Gate University
Lincoln University
Marymount College of California
Monterey Institute of International
Studies
National University
Occidental College
Pepperdine University
Pitzer College
Pomona College
Riverside Community College
Saint Mary's College of California
San Diego State University
Santa Monica College
Stanford University
United States International
University
University of California, Berkeley
University of California, Davis
University of California, Irvine
University of California, Los
Angeles
University of California, Riverside
University of California, San Diego
University of California, Santa
Barbara
University of California, Santa Cruz
University of Redlands
University of San Diego
University of San Francisco

University of the Pacific
Westmont College

COLORADO

Colorado College
Colorado School of Mines
Colorado State University
University of Denver

CONNECTICUT

Central Connecticut State
University
Connecticut College
Fairfield University
Quinnipiac College
Sacred Heart University
Trinity College
University of Bridgeport
University of Hartford
University of New Haven
Wesleyan University
Yale University

DELAWARE

University of Delaware
Wesley College

DISTRICT OF COLUMBIA

American University
George Washington University
Georgetown University
Johns Hopkins University, School of
Advanced International Studies

FLORIDA

Barry University
Brevard Community College
Florida Atlantic University
Florida Institute of Technology
International College
Jacksonville University
Lynn University
Miami-Dade Community College

Nova Southeastern University
Rollins College
Saint Leo College
The Harid Conservatory
University of Florida
University of Miami
University of South Florida

GEORGIA

Agnes Scott College
Emory University
Georgia Institute of Technology
Georgia State University
Kennesaw State University
Mercer University, Main Campus
Morehouse College
Paine College
Savannah College of Art & Design
Spelman College
State University of West Georgia
University of Georgia
University System of Georgia,
Board of Regents
Valdosta State University

HAWAII

East-West Center
Hawaii Pacific University
TransPacific Hawaii College
University of Hawaii, Manoa

ILLINOIS

Augustana College
Benedictine University
Bradley University
Chicago State University
College of Dupage
College of Lake County
Columbia College
DePaul University
Dominican University
Eastern Illinois University
Elmhurst College

Governors State University
 Illinois Institute of Technology
 Illinois Institute of Technology,
 Chicago-Kent College of Law
 Illinois State University
 Illinois Wesleyan University
 Judson College
 Knox College
 Lake Forest College
 North Central College
 Northeastern Illinois University
 Northern Illinois University
 Northwestern University
 Oakton Community College
 Parkland College
 Rockford College
 Roosevelt University
 Rush University
 Saint Xavier University
 School of the Art Institute of
 Chicago
 Southern Illinois University,
 Carbondale
 University of Chicago
 University of Illinois, Chicago
 University of Illinois, Urbana
 Western Illinois University

INDIANA

Anderson University
 Butler University
 DePauw University
 Goshen College
 Indiana Institute of Technology
 Indiana State University
 Indiana University, Bloomington
 Indiana University, South Bend
 Indiana University-Purdue
 University, Fort Wayne
 Indiana University-Purdue
 University, Indianapolis
 Purdue University
 Tri-State University
 University of Evansville
 University of Indianapolis
 University of Notre Dame
 Valparaiso University

IOWA

Central College
 Coe College
 Drake University
 Graceland College
 Grinnell College
 Loras College
 Luther College
 Mount Mercy College
 University of Iowa
 University of Northern Iowa
 Wartburg College

KANSAS

Bethel College
 Emporia State University
 Fort Hays State University
 Kansas State University
 McPherson College
 Ottawa University
 University of Kansas
 Wichita State University

KENTUCKY

Berea College
 Murray State University
 Northern Kentucky University
 University of Kentucky
 University of Louisville
 Western Kentucky University

LOUISIANA

Dillard University
 Louisiana State University, Baton
 Rouge
 Loyola University of Louisiana
 Tulane University of Louisiana
 University of New Orleans
 Xavier University of Louisiana

MAINE

Bates College
 Colby College
 Husson College

MARYLAND

College of Notre Dame of Maryland
 Frostburg State University
 Goucher College
 Hood College
 Johns Hopkins University
 Loyola College
 Maryland Institute, College of Art
 University of Maryland, College
 Park
 Washington College

MASSACHUSETTS

Amherst College
 Art Institute of Boston
 Babson College
 Bentley College
 Berklee College of Music
 Boston College
 Boston University
 Bradford College
 Brandeis University
 Emerson College
 Endicott College
 Fitchburg State College
 Gordon College
 Harvard University
 Lesley College

Massachusetts College of Art
 Massachusetts Institute of
 Technology
 Mount Holyoke College
 Simmons College
 Smith College
 Springfield College
 Suffolk University
 Tufts University
 Wellesley College
 Wheaton College of Massachusetts
 Williams College
 Worcester Polytechnic Institute

MICHIGAN

Albion College
 Aquinas College
 Central Michigan University
 Ferris State University
 Hope College
 Kalamazoo College
 Madonna University
 Michigan State University
 Michigan Technological University
 Northern Michigan University
 Oakland University
 Olivet College
 Saginaw Valley State University
 University of Michigan
 Wayne State University
 Western Michigan University

MINNESOTA

Augsburg College
 Carleton College
 College of Saint Catherine
 Concordia College, Moorhead
 Gustavus Adolphus College
 Hamline University
 Macalester College
 Mankato State University
 Moorhead State University
 Saint Cloud State University
 Saint John's University
 Saint Mary's University of
 Minnesota
 Saint Olaf College
 University of Minnesota, Twin
 Cities
 University of Saint Thomas of
 Minnesota

MISSISSIPPI

Meridian Community College
 Mississippi State University
 University of Mississippi, Main
 Campus
 University of Southern Mississippi

MISSOURI

Central Missouri State University

Maryville University
 Northwest Missouri State
 University
 Rockhurst College
 Southeast Missouri State University
 Southwest Missouri State
 University
 Stephens College
 Truman State University
 University of Missouri, Columbia
 University of Missouri, Kansas City
 University of Missouri, Rolla
 University of Missouri, St. Louis
 Washington University
 Webster University
 Westminster College
 William Jewell College

MONTANA

Montana State University
 University of Montana, Missoula

NEBRASKA

Doane College
 Nebraska Wesleyan University
 University of Nebraska at Omaha

NEW HAMPSHIRE

Colby-Sawyer College
 Dartmouth College
 Franklin Pierce Law Center
 New England College
 University of New Hampshire

NEW JERSEY

Centenary College
 Drew University
 Fairleigh Dickinson University,
 Teaneck
 Monmouth University
 Montclair State University
 New Jersey Institute of Technology
 Ocean County College
 Princeton Theological Seminary
 Princeton University
 Ramapo College of New Jersey
 Rider University
 Rutgers, The State University of
 New Jersey
 Saint Peter's College
 Stevens Institute of Technology

NEW MEXICO

New Mexico State University
 University of New Mexico

NEW YORK

Adelphi University
 Bard College
 Barnard College
 Berkeley College
 Canisius College

City University of New York, City College
 City University of New York, College of Staten Island
 City University of New York, Lehman College
 Colgate University
 College of Insurance
 College of New Rochelle
 College of Saint Rose
 Columbia University
 Columbia University, Teachers College
 Cooper Union
 Cornell University
 Elmira College
 Fashion Institute of Technology
 Fordham University
 Hamilton College
 Hofstra University
 Ithaca College
 Juilliard School
 Long Island University, Brooklyn Campus
 Long Island University, C W Post Campus
 Marymount College
 Nazareth College of Rochester
 New School for Social Research
 New York University
 Pace University
 Polytechnic University
 Pratt Institute
 Rochester Institute of Technology
 Rockland Community College
 Saint Bonaventure University
 Sarah Lawrence College
 Siena College
 Skidmore College
 St John's University
 St Lawrence University
 State University of New York College, Brockport
 State University of New York College, Cortland
 State University of New York College, Fredonia
 State University of New York College, Old Westbury
 State University of New York College, Oneonta
 State University of New York College, Oswego
 State University of New York College, Plattsburgh
 State University of New York College, Potsdam
 State University of New York, Albany
 State University of New York, Binghamton
 State University of New York, Buffalo

State University of New York, College of Environmental Science and Forestry
 State University of New York, New Paltz
 State University of New York, Stony Brook
 State University of New York, System Administration
 SUNY College of Agriculture, Morrisville
 Syracuse University, Main Campus
 Union College
 University of Rochester
 Vassar College

NORTH CAROLINA

Appalachian State University
 Davidson College
 Duke University
 Johnson C Smith University
 Lenoir-Rhyne College
 Mars Hill College
 Meredith College
 North Carolina State University, Raleigh
 Queens College
 St Andrews Presbyterian College
 University of North Carolina, Chapel Hill
 University of North Carolina, Charlotte
 University of North Carolina, Greensboro
 University of North Carolina, Wilmington
 Wake Forest University

NORTH DAKOTA

Minot State University
 North Dakota State University
 University of North Dakota

OHIO

Antioch College
 Ashland University
 Baldwin-Wallace College
 Bowling Green State University
 Capital University
 Case Western Reserve University
 College of Mount Saint Joseph
 College of Wooster
 Denison University
 Heidelberg College
 Hiram College
 Kent State University, Main Campus
 Kenyon College
 Miami University
 Mount Union College
 Muskingum College
 Oberlin College
 Ohio Dominican College

Ohio Northern University
 Ohio State University, Main Campus
 Ohio University, Main Campus
 Ohio Wesleyan University
 Otterbein College
 University of Cincinnati, Main Campus
 University of Findlay
 University of Toledo
 Wittenberg University
 Wright State University, Main Campus
 Xavier University
 Youngstown State University

OKLAHOMA

Murray State College
 Oklahoma City University
 Oklahoma State University, Main Campus
 University of Oklahoma, Norman

OREGON

Lewis & Clark College
 Linfield College
 Oregon State University
 Pacific University
 Portland State University
 Reed College
 University of Oregon
 University of Portland
 Willamette University

PENNSYLVANIA

Albright College
 Art Institutes International
 Beaver College
 Bloomsburg University
 Bryn Mawr College
 Bucknell University
 California University of Pennsylvania
 Carnegie Mellon University
 Cedar Crest College
 Chatham College
 Dickinson College
 Duquesne University
 East Stroudsburg University
 Franklin & Marshall College
 Gannon University
 Indiana University of Pennsylvania
 Juniata College
 Lafayette College
 LaSalle University
 Lehigh University
 Lock Haven University
 Millersville University of Pennsylvania
 Moravian College
 Pennsylvania State University, Main Campus

Point Park College
 Saint Joseph's University
 Shippensburg University of Pennsylvania
 Susquehanna University
 Swarthmore College
 Temple University
 Thiel College
 University of Pennsylvania
 University of Pittsburgh, Main Campus
 University of Scranton
 Villanova University
 Washington & Jefferson College
 Westminster College

PUERTO RICO

University of Puerto Rico, Mayaguez

RHODE ISLAND

Bryant College
 Johnson & Wales University
 New England Institute of Technology
 Rhode Island School of Design
 Roger Williams University
 University of Rhode Island

SOUTH CAROLINA

Clemson University
 College of Charleston
 University of South Carolina, Columbia
 University of South Carolina, Spartanburg

SOUTH DAKOTA

University of South Dakota

TENNESSEE

Le Moyne-Owen College
 Maryville College
 Rhodes College
 Tennessee Technological University
 University of Memphis
 Vanderbilt University

TEXAS

Abilene Christian University
 Angelo State University
 Austin College
 Baylor College of Medicine
 Baylor University
 El Paso Community College
 Houston Community College/Central
 Rice University
 Saint Edward's University
 Southwest Texas State University
 Southwestern University
 Tarleton State University
 Texas A & M University

Texas Christian University
Texas Woman's University
Trinity University
University of Houston
University of Houston, Clear Lake
University of North Texas
University of Saint Thomas of Texas
University of Texas Health Science Center, Houston
University of Texas, Arlington
University of Texas, Austin
University of Texas, El Paso
University of Texas, Medical Branch
University of Texas, San Antonio
University of the Incarnate Word
Wiley College

UTAH

Brigham Young University
University of Utah

VERMONT

Johnson State College
Marlboro College
Middlebury College
Norwich University
Saint Michael's College
World Learning

VIRGINIA

College of William & Mary
George Mason University
Hollins University
Longwood College
Mary Baldwin College
Mary Washington College
Marymount University
Old Dominion University
Radford University
Randolph-Macon Woman's College
Roanoke College
Shenandoah University
Sweet Briar College
University of Richmond
Virginia Polytechnic Institute & State University
Washington & Lee University

WASHINGTON

Central Washington University
City University
Gonzaga University
Green River Community College
Pacific Lutheran University
Pierce College
Seattle Central Community College
Seattle University
Skagit Valley College

South Puget Sound Community College
Tacoma Community College
University of Puget Sound
University of Washington
Washington State University
Whitman College
Yakima Valley Community College

WEST VIRGINIA

Marshall University
West Virginia University

WISCONSIN

Beloit College
Carroll College
Edgewood College
Lawrence University
Marquette University
Saint Norbert College
University of Wisconsin, Madison
University of Wisconsin, Milwaukee
University of Wisconsin, River Falls
Viterbo College

WYOMING

University of Wyoming

OVERSEAS US

EGYPT

American University in Cairo

FRANCE

American University of Paris

GERMANY

Schiller International University

GREECE

Deree College, American College of Greece

ITALY

American University of Rome

JAPAN

Minnesota State University, Akita

SWITZERLAND

Franklin College Switzerland

UNITED KINGDOM

American Intercontinental University
Richmond College

INTERNATIONAL ASSOCIATES

AUSTRALIA

IDP Education Australia
Monash University
University of Western Sydney, Nepean

BELGIUM

Academic Cooperation Association

CANADA

Alberta Teachers' Association
Association of Universities and Colleges of Canada
Canadian Bureau for International Education
Malaspina University-College

CHINA/HONG KONG

Chinese University of Hong Kong

COLOMBIA

ICETEX

FRANCE

International Association of Universities

GERMANY

Deutscher Akademischer Austauschdienst
Institut für Internationale Bildung, Berlin

ISRAEL

Hebrew University of Jerusalem

ITALY

Istituto per l'Arte e il Restauro
Studio Art Centers International

JAPAN

Bunkyo University Academic Inc
Doshisha University
Kansai Gaidai University
Keio University
Obirin University
Ryukoku University
Tamagawa University
Toyo Eiwa Women's University
University of Aizu
Waseda University

MEXICO

Instituto Tecnológico y de Estudios Superiores de Monterrey
Universidad Autónoma de Guadalajara
Universidad Autónoma de Nuevo León
Universidad Iberoamericana
Universidad La Salle
Universidad Popular Autónoma del Estado de Puebla

NETHERLANDS

European Association for International Education
Leiden University
Netherlands Universities Foundation for International Cooperation

NEW ZEALAND

New Zealand Education International

ROMANIA

European Centre for Higher Education

UNITED KINGDOM

Association of Commonwealth Universities
Central Bureau
Middlesex University
Roehampton Institute London
UKCOSA: The Council for International Education

UNITED STATES

DISTRICT OF COLUMBIA

Alliance for International Educational and Cultural Exchange
American Association of Collegiate Registrars and Admissions Officers
American Council on Education
College Board
Council of Graduate Schools
Fulbright Association
NAFSA: Association of International Educators

ILLINOIS

Institute for American Universities
Institute of European Studies
Rotary Foundation

MARYLAND

Association for International Practical Training

MISSOURI

American Assembly of Collegiate Schools of Business

NEW YORK

Council on International Educational Exchange

IIE Financial Statements

ABOUT THE IIE FINANCIAL STATEMENTS

The following describes the work of IIE in each functional area appearing in the audited financial statements.

PROGRAM SERVICES: SPONSORED PROGRAMS

INTERNATIONAL EXCHANGE OF PERSONS

IIE brings foreign nationals to the United States for academic study and/or practical training and arranges for US nationals to study, provide technical assistance, conduct research, teach, or serve as teaching assistants and business advisers abroad. IIE also arranges training in third countries and gives courses and seminars in participants' home countries.

For foreign students and professionals, IIE services include technical assistance to sponsors in assessing training needs, identifying or developing appropriate training programs, selecting participants, and arranging for their admission to training programs. Training sources include academic degree and nondegree programs, mid-career and other specialized short courses, internships, orientation visits, study tours, and professional affiliations. IIE disburses sponsor funds; acts as participants' visa sponsor; monitors their progress; provides English-language training when necessary; arranges professional and social enrichment activities; and maintains liaison with the training providers.

For US scholars, students, and young professionals, IIE administers international study and professional development programs for a variety of public and private sponsors, including USIA, USAID, the US Department of State, the US Trade and Development Agency (USTDA), foreign governments, nongovernmental organizations, and educational and cultural institutions. IIE conducts the nationwide competition for the USIA Fulbright grants for US scholars and graduate students, conducts auditions for grants in the performing arts, and administers grants to students and scholars going to countries without Fulbright Commissions.

SCIENTIFIC COOPERATION ACTIVITIES

IIE provides international purchasing services to a number of international agricultural and other research institutes as well as to developing-country universities and nongovernmental organizations.

SHORT-TERM INTERNATIONAL VISITORS

IIE arranges US visits for foreign leaders and specialists, from both the public and private sectors, singly and in groups. Sponsors include the US Information Agency Office of International Visitors, USAID's US-Asia Environmental Partnership, the US Trade and Development Agency, foreign governments, and a wide range of private institutions. Each visit focuses on a specific theme, such as environmental protection, US higher education, the US legal system, or US technological cooperation. IIE

arranges meetings with US leaders and professionals, visits to cultural institutions, and home hospitality to provide a broad view of American life.

ASSISTANCE TO COLLEGES AND UNIVERSITIES

IIE offices in Bangkok, Budapest, Hanoi, Hong Kong, Mexico City, and Moscow (and, through the International Education Foundation, in Jakarta) administer and/or provide support services for the administration of tests of English-language competence and other standardized US university admissions tests. The Educational Testing Service (ETS) and Sylan Prometric provide support for various testing activities in these offices. The Test of English in International Communication (TOEIC) is made available to corporations and government agencies in Indonesia, in cooperation with IEF and the Chauncey Group.

INSTITUTE EDUCATIONAL AND ARTS SERVICES

PUBLICATIONS, CENSUS, COUNSELING, AND REFERENCE SERVICES

IIE's Research Division is a unique source of information on all aspects of international education. IIE's annual census of international student flows, between the United States and other countries, provides 50 years of comprehensive data, published with USIA support in the annual *Open Doors*. IIE also publishes comprehensive directories of study-abroad programs and provides information and advice on international study through its website as well as its New York, regional, and overseas offices. Through its network of almost 700 academic institutions worldwide which are IIE member institutions, the Institute offers more targeted information-sharing to several thousand international educators on IIE member campuses.

OVERSEAS AND REGIONAL OFFICE ACTIVITIES

IIE offices in Bangkok, Budapest, Hanoi, Hong Kong, Mexico City, and Moscow provide information and educational services to students, universities, the business community, and government officials in the regions they serve, in addition to supporting IIE projects in their regions. The International Education Foundation in Jakarta carries out IIE's programs in Indonesia. USIA provides ongoing support to IIE/Hong Kong/China and IIE/Mexico for their advising services to students and professionals seeking US study opportunities, and in FY98 also funded IIE's Regional Educational

Advising Consultancies for Mexico, Central America and the Caribbean, for the Newly Independent States of the former Soviet Union, and for work with advising offices throughout China.

US regional offices in Chicago, Denver, Houston, and San Francisco develop and conduct locally supported exchanges and support national IIE projects, including supervising IIE-related students in their regions, monitoring their progress, and arranging professional enrichment programs, and home hospitality. They also stimulate international awareness through discussion groups, seminars, and school outreach programs. IIE offices in Denver and Houston serve as centers for programming USIA international visitors.

ARTS SERVICES, STUDENT ACTIVITIES, CONFERENCES, AND PROJECTS

This category includes administrative costs of IIE's Arts International program as well as administrative costs of conferences and seminars on key international education issues. IIE maintains an emergency loan fund for foreign students.

SUPPORTING SERVICES

MANAGEMENT AND GENERAL

This function includes expenses of running IIE as a whole, from human resources management to equipment maintenance. IIE continued in 1998 to invest in equipment, maintenance, and staff training to extend and upgrade its worldwide electronic communications capabilities.

FUNDRAISING

This function is devoted to raising unrestricted funds to support IIE educational services to the public and to provide start-up funding for IIE-initiated programs to meet emerging needs. Funds come from individuals, corporations, and foundations as well as from fundraising benefits honoring corporate and civic leaders.

PROGRAM DEVELOPMENT

This function includes developing special IIE initiatives and finding support for them, as well as coordinating development of IIE proposals to obtain grants and contracts from governments, foundations, corporations, academic institutions, nongovernmental organizations, and individuals to implement specific projects. Those IIE implemented in 1998 are described and/or listed in this report.

STATEMENTS OF FINANCIAL POSITION

As of September 30, 1998 with comparative totals for 1997

	1998	1997
ASSETS		
Cash	\$ 2,159,575	\$ 2,831,845
Reimbursable expenditures under contracts in progress	7,613,402	7,269,664
Contributions receivable	7,864,812	1,518,513
Investments, at market value	32,555,131	24,777,928
Prepaid expenses and other current assets	1,537,258	1,880,126
Land, building and equipment, net		
Land	987,491	987,491
Building	4,177,789	4,177,789
Equipment	10,671,383	10,449,874
	<u>15,836,663</u>	<u>15,615,154</u>
Less- Accumulated depreciation	10,778,739	10,826,405
Total land, building and equipment, net	<u>5,057,924</u>	<u>4,788,749</u>
Total assets	<u>\$ 56,788,102</u>	<u>\$ 43,066,825</u>
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts payable and accrued expenses	\$ 5,460,571	\$ 5,772,061
Deferred income	448,957	614,998
Sponsored funds received in advance	9,260,101	5,045,306
Total liabilities	<u>15,169,629</u>	<u>11,432,365</u>
Net Assets		
Unrestricted	2,109,368	4,383,251
Land, building and equipment	5,057,924	4,788,749
Total unrestricted net assets	7,167,292	9,172,000
Temporarily restricted	30,421,121	18,440,405
Permanently restricted	4,030,060	4,022,055
Total net assets	<u>41,618,473</u>	<u>31,634,460</u>
Total liabilities and net assets	<u>\$ 56,788,102</u>	<u>\$ 43,066,825</u>

IIE's financial statements are audited on an annual basis by Arthur Andersen LLP. The Statements of Financial Position, as of September 30, 1998, and the related Statements of Activities and Statements of Cash Flows for the year ended September 30, 1998 are part of IIE's financial statements. The complete audited financial statements are available upon request. Please contact the Controller, Institute of International Education, 809 United Nations Plaza, New York NY 10017, 212-984-5475.

STATEMENTS OF ACTIVITIES

For the year ended September 30, 1998 with comparative totals for 1997

	1998				1997
	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	TOTAL	TOTAL
REVENUES					
Sponsored programs	\$ 101,848,668	\$ —	\$ —	\$ 101,848,668	\$ 96,841,200
Contributions	883,258	15,071,527	—	15,954,785	4,022,284
Investment income	2,208,438	704,377	8,005	2,920,820	1,625,538
Unrealized (depreciation)/appreciation in fair market value of investments	(1,685,802)	(807,009)	—	(2,492,811)	3,031,965
Rental income					
Revenues	462,596	—	—	462,596	1,105,998
Direct costs	243,327	—	—	243,327	558,137
Net revenues from rental	219,269	—	—	219,269	547,861
Sales of publications	403,164	—	—	403,164	420,086
Special events					
Contributions	966,706	—	—	966,706	679,155
Direct costs	154,438	—	—	154,438	148,209
Net revenues from special events	812,268	—	—	812,268	530,946
Membership fees	294,116	—	—	294,116	277,403
Miscellaneous income, net	41,983	—	—	41,983	321,695
Other revenue	—	—	—	—	218,750
Total revenues	105,025,362	14,968,895	8,005	120,002,262	107,837,728
Net assets released from restrictions					
Satisfaction of program restrictions	2,988,179	(2,988,179)	—	—	—
Total revenues and net assets released from restrictions	108,013,541	11,980,716	8,005	120,002,262	107,837,728
EXPENSES					
Sponsored programs					
International exchange of persons	89,756,322	—	—	89,756,322	83,698,893
Scientific cooperation activities	3,582,493	—	—	3,582,493	2,860,302
Short-term international visitors	4,954,805	—	—	4,954,805	5,451,526
Assistance to colleges and universities	3,058,864	—	—	3,058,864	2,770,161
Total sponsored programs	101,352,484	—	—	101,352,484	94,780,882
Institute, educational and arts services					
Publications, census, counseling and reference services	1,292,765	—	—	1,292,765	1,366,691
Overseas and regional office activities	1,089,008	—	—	1,089,008	1,032,148
Art services, student activities, conferences and projects	354,753	—	—	354,753	386,672
Total Institute, educational and arts services	2,736,526	—	—	2,736,526	2,785,511
Total program services	104,089,010	—	—	104,089,010	97,566,393
Supporting services					
Management and general	3,921,000	—	—	3,921,000	3,163,058
Fundraising	537,525	—	—	537,525	494,229
Program development	1,187,638	—	—	1,187,638	1,326,009
Total supporting services	5,646,163	—	—	5,646,163	4,983,296
Volunteer service/in-kind contribution expense					
Total expenses	110,018,249	—	—	110,018,249	102,794,333
Change in net assets before cumulative effect of accounting change	(2,004,708)	11,980,716	8,005	9,984,013	5,043,395
CUMULATIVE EFFECT OF ACCOUNTING CHANGE					
Change in net assets	(2,004,708)	11,980,716	8,005	9,984,013	6,613,860
NET ASSETS, beginning of year	9,172,000	18,440,405	4,022,055	31,634,460	25,020,600
NET ASSETS, end of year	\$ 7,167,292	\$ 30,421,121	\$ 4,030,060	\$ 41,618,473	\$ 31,634,460

STATEMENTS OF CASH FLOWS

For the year ended September 30, 1998 with comparative totals for 1997

	1998	1997
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	\$ 9,984,013	\$ 6,613,860
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities		
Cumulative effect of accounting change	—	(1,570,465)
Depreciation	684,467	649,810
Increase in reimbursable expenditures under contracts in progress	(343,738)	(1,663,664)
Increase in contributions receivable	(6,346,299)	(745,213)
Decrease (increase) in prepaid expenses and other current assets	342,868	(301,526)
Decrease in accounts payable and accrued expenses	(311,490)	(364,439)
Decrease in deferred income	(166,041)	(5,780,202)
Increase in sponsor funds received in advance	4,214,795	5,045,306
Unrealized depreciation (appreciation) on investments	2,492,811	(3,031,965)
Realized gains on investments	(2,920,820)	(1,625,538)
Net cash provided by (used in) operating activities	<u>7,630,566</u>	<u>(2,774,036)</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of equipment	(965,044)	(742,254)
Purchase of investments	(25,913,044)	(32,147,986)
Proceeds from sale of investments	18,575,252	36,950,421
Net cash (used in) provided by investing activities	<u>(8,302,836)</u>	<u>4,060,181</u>
Net (decrease) increase in cash and cash equivalents	(672,270)	1,286,145
CASH AND CASH EQUIVALENTS, beginning of year	<u>2,831,845</u>	<u>1,545,700</u>
CASH AND CASH EQUIVALENTS, end of year	<u>\$ 2,159,575</u>	<u>\$ 2,831,845</u>

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