



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.

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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

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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.