

1999 Annual Report

Opening Minds to the World

INSTITUTE OF
INTERNATIONAL
EDUCATION



WORLDWIDE OFFICES

BRAZIL

EGYPT

HONG KONG/CHINA

HUNGARY

INDIA

INDONESIA

KAZAKHSTAN

MEXICO

NAMIBIA

PHILIPPINES

RUSSIA

SOUTH AFRICA

THAILAND

UKRAINE

VIETNAM

UNITED STATES

New York

Washington DC

Chicago

Denver

Houston

San Francisco

The Institute is the world leader
in the **international**
exchange of people and ideas.

OUR VISION FOR THE INSTITUTE

FROM THE CHAIRMAN AND THE PRESIDENT

Peace and prosperity now depend on increasing the capacity of people to think and work on a global and intercultural basis. By the time the Institute marks its one hundredth year in 2019, more people around the world will be seeking a college education than in all of human history. Most of the capacity to respond to this level of demand has yet to be built. But the architecture will reflect the values and dynamics of many of the programs that this Institute is now developing and administering.

IIE will thus be one of the driving forces of the 21st century.

That role is firmly anchored in our history. We are the world leader in the exchange of people and ideas and were the first to focus on the internationalization of higher education. The Fulbright Educational Exchange Program is part of our heritage. We have administered it since its inception, and were in business for thirty years prior to its creation. We have created leading-edge training and professional development experiences for business managers and government officials in some of the world's most important transitional economies.

As we look to the future, we see that the environments in which we operate, our customers, the needs of students and scholars, and the sources of revenue on which we depend are all changing.

While governments have long been the prime sponsors of international educational exchange, national budgets everywhere are hard-pressed to sustain the annual outlays for educational exchange. This is as true when it comes to making the annual appropriation for the Marshall Scholarships at Westminster as it is for the Fulbright Program on Capitol Hill. Public funding for both, as a consequence, has declined.

Our customers are changing, too. The graduate student willing to spend a year abroad learning about another culture is increasingly rare. Most students seeking international exchange opportunities want shorter, focussed, and more professionally oriented programs. Top corporate and government leaders are telling us that their "high performers" are going to need international training opportunities throughout a career rather than just as preparation for starting one. And all of us need the opportunity to learn (as well as think) out of the box. It is the only way to test our assumptions about globalization and our ability to work in what is rapidly becoming a borderless world. Consequently, international educational exchange programs in the future will need to be tailored, frequent, applied, prestigious, involve intercultural learning, and sustained through partnerships between the public and private sectors.



*Henry Kaufman and
Allan E. Goodman.*

Then number of foreign students studying in the US has risen dramatically in the past decade. IIE has created numerous programs and manages many more that serve the needs of this diverse population.



Number of foreign students (in thousands) studying in the US over the last 40 years.

The Institute will be the 21st century's leading source of these types of opportunities. Such opportunities change the way people think about the world and how they contribute to society as professionals and participate as citizens. We will continue to set the standard for our industry. We need to track and continue to serve our alumni throughout their careers since we have a direct stake in helping them achieve as leaders. And we will continue to find ways to internationalize the institutions with which we partner in the public and private sector.

All of this will happen — and our role will be enhanced — because of what we have built over the course of our first 80 years. At the time our headquarters building at 809 United Nations Plaza was dedicated, the US Permanent Representative to the UN was Adlai Stevenson. He was, throughout his career, a visionary voice for the value of education. His words at the dedication ceremony explain much about what we have done and also where we are now heading:

“...education is... the process of acquiring knowledge and then communicating it, so that, generation by generation, a great deposit of shared understanding is accumulated, a universal city of the mind arises, insight by insight, discovery by discovery. And of that city we are all enfranchised citizens.” It is a city and a citizenship the Institute has done much to enable and enhance. The programs we have created and have the honor to administer as the 21st century begins are the power lines and thoroughfares of the city of the mind.

As we begin a new millennium, opinion polls consistently indicate that politicians and the public, here and abroad, have only limited interest in international affairs. What most people do care about is improving education. The best way to raise people's consciousness about the importance of international relationships is through expanding the educational links among nations in ways that will give the next generation first-hand experience in other cultures. Educational and professional exchange programs transform nations into people. The century just ending would have been a better one, had more minds been open to the world in just this way.


 HENRY KAUFMAN
 Chairman, Board of Trustees


 ALLAN E. GOODMAN
 President and Chief Executive Officer

ABOUT THE INSTITUTE

WHAT IS IIE?

- The world's most experienced global higher education and professional exchange agency
- Administrator of the Fulbright Program, the US Government's premier public diplomacy initiative
- Provider of training and leadership development programs for public and private sector professionals around the world
- Organizer of democracy-building, civil society and human rights training initiatives in transitional societies
- Initiator of projects that help students and scholars worldwide, including testing and advising, scholarships, and emergency financial assistance
- Provider of international affairs programs and visitor and protocol services that enrich our communities and regions

IIE'S MISSION

An independent, nonprofit organization, the Institute is a resource for educators and institutions worldwide. Our goals are:

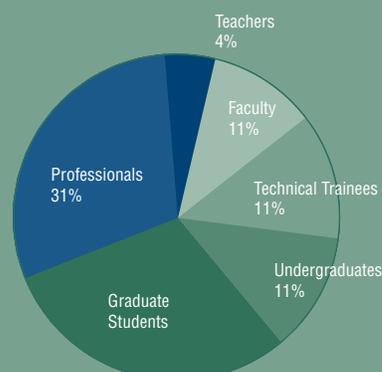
- to promote closer educational relations between the people of the United States and other countries
- to increase the number of students, scholars and professionals who have the opportunity to study, teach and conduct research outside of their own country
- to strengthen and internationalize institutions of higher learning in the US and throughout the world
- to foster sustainable development through professional development and training programs in fields such as energy, environment, business management, and leadership development
- to partner with corporations, foundations, and governments in finding and developing people able to think and work on a global basis

WHY IS IIE NEEDED?

Broadening the outlook of future leaders through academic and professional exchange strengthens their ability to think and act on a cooperative basis. Academic and professional exchange is also a critical means for transferring knowledge and skills across borders and preparing a new generation of global citizens. In the century ahead, these activities will be more important than ever, since many of the world's problems can be solved only on a regional and transnational basis.

IIE PROGRAM PARTICIPANTS

18,000 men and women from 175 nations participate in Institute of International Education programs each year.



HIGHLIGHTS OF THE YEAR

STUDENT AND SCHOLAR EXCHANGE

Last year, more than 5,500 American and foreign students and faculty studied and carried out research in the United States and over 130 other countries through academic exchange programs conducted by the Institute, including the Fulbright Program.

LUCENT GLOBAL SCIENCE SCHOLARS PROGRAM

IIE has assisted the Lucent Technologies Foundation in launching a new global talent search, selecting 32 of the brightest students in math, science and technology from nine countries and bringing them together with 50 American winners for a week at Lucent Headquarters. Next year the program expands to 22 countries around the world.

ENERGY MBA PROGRAM

For the third year, the Institute has designed and implemented a Master's of Business Administration program for the energy sector of Ukraine. This program has been administered on behalf of the US Agency for International Development. On December 9, 1999 Vice President Gore and Ukrainian President Leonid Kuchma signed a Memorandum of Understanding which recognized the importance of this program and will assure its continuation.

FULBRIGHT SENIOR SCHOLARS PROGRAM

In April, the United States Information Agency (since October 1, 1999, the Bureau of Educational and Cultural Affairs of the United States Department of State) announced the conclusion of a national competition with the award of a five year cooperative agreement for the administration of the Fulbright Senior Scholars Program to the Institute and its affiliate, the Council for International Exchange of Scholars. CIES had managed the Senior Scholars Program since its inception, and joined IIE in 1997.

ECOLINKS

The EcoLinks Partnership Grants Program, funded by the US Agency for International Development, builds the capacity of business and government to develop market-based solutions to urban and industrial environmental problems through cross-border partnerships. During the year, the program was launched in 21 countries in Central and Eastern Europe and the New Independent States of the former Soviet Union. Sixty-seven grants, totaling \$3.1 million, were awarded competitively to develop cleaner production practices, introduce environmental management systems and address global climate change issues.

HUMPHREY FELLOWS

In June, the Hubert H. Humphrey Fellowship Program celebrated its 20th Anniversary with a conference in Washington, DC organized by the Institute. Over 300 Fellows and alumni converged on Washington for four days of discussions on key global and regional issues. Former President Jimmy Carter gave the keynote presentation.

NATIONAL SECURITY EDUCATION PROGRAM

The National Security Education Program, funded by a trust fund established by Congress to support study by US undergraduates in non-traditional countries, generated a ten percent increase in applications this year. IIE recommended 153 students for scholarships. The program's concentration on language study and its service component in the foreign affairs area are seen as real opportunities for advancement in the public service area.

OVER THE YEARS



Developed first exchange program for American professors to teach in European universities

1919

First IIE Reciprocal Student Exchange Program initiated between US and Czechoslovakia

1922

Created the framework for Latin America-US student and faculty exchanges through the Convention for the Promotion of Inter-American Cultural Relations

1935

Created new US scholarship opportunities for students from African nations emerging from colonial rule
Opened IIE regional office in Denver, the first of four in the US

1950

Provided emergency assistance to Hungarian educators

1956

1921

Designed and lobbied for creation of student visa

1933

Established the Emergency Committee in Aid of Displaced German Scholars, which saved over 300 European scholars from the Holocaust

1947

Asked by US Government to administer the Fulbright Educational Exchange Program

1952

Established Educational Associates program of services for US colleges and universities

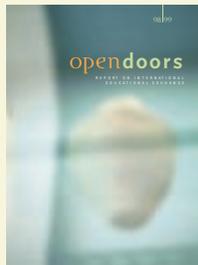
1962

Established offices in Asia, Africa and Latin America to meet growing needs for information on US higher education

WHO ARE IIE'S FUNDERS? IIE manages 250 programs. Sponsors include the

- Department of State ■ US Agency for International Development ■ World Bank
- Ford Foundation ■ Freeman Foundation ■ GE Fund ■ Governments of Brazil, Chile, Japan and Spain
- Hewlett Foundation ■ Levi Strauss Foundation ■ Lucent Technologies ■ MacArthur Foundation
- Starr Foundation ■ Toyota Motors Sales, USA

IIE also receives funding from US and foreign corporations, foundations, governments, organizations and individual supporters. See page 18 for a complete list of sponsors and page 23 for a list of major contributors.



OPEN DOORS

For fifty years, the Institute has reported on the international flow of students. This year's report indicated that there were more foreign students enrolled at US colleges and universities than at any time since the Institute began its annual survey of foreign enrollments in 1948. *Open Doors* also reports nearly 114,000 Americans earned college credits abroad, a record high. With so many foreign students studying here supported by their own funding, international educational exchange brings over \$13 billion into the US economy, making it our fifth largest export service industry.

MEMBER INSTITUTIONS

More than 600 US colleges and universities, institutions of higher education outside the United States, and US nonprofit organizations are 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 IIE's directories and *Reaching Partners in International Education*, published quarterly, as well as IIE Interactive and IIE Briefing, electronic newsletters. These resources are distributed to over 2,000 foreign student advisers, study abroad counselors, admissions officers and other university and NGO officials. For a list of IIE Members, see our web site at www.iie.org.

80TH ANNIVERSARY GALA

On October 14, 1999, the Institute celebrated its 80th Anniversary with a gala dinner at New York's Plaza Hotel.

The Guest of Honor for the evening was Secretary of State Madeleine K. Albright. Other distinguished honorees were international banker William R. Rhodes, Vice Chairman of Citigroup, and Professor Klaus Schwab, Founder and President of the World Economic Forum.

IN THE NEWS

A recent issue of *Crain's New York Business* listed the fifty largest non-profit organizations in New York City based upon their operating budget. With an operating budget of in excess of \$100 million annually, the Institute was the second largest internationally focused non-profit organization.

IIE'S ENDOWMENT

On December 18, 1999 the Institute sold its building at 809 United Nations Plaza. The proceeds of the sale have been added to the Institute's endowment which is now nearly \$50 million. Earnings from the endowment are used to augment the Fulbright Program and other international exchange programs which the Institute administers, and to provide expanded services to students, educators and the public, here and abroad. Fueled by our 80th Anniversary celebration, the Institute also enjoyed a record level of operating support from private donors in 1999, up more than 35 percent from the previous year.

ENVIRONMENTAL EXCHANGE PROGRAM

In January, 1999 IIE helped members of the Philippine Congress to understand the implications of restructuring the power industry into a more competitive, market-based system. Program staff designed an exchange for the Philippine delegation to Argentina where the power sector of the economy had been similarly restructured. Understanding gained through this experience enabled delegates to craft legislation which received consensus support.

<p>Moved into new headquarters across from the United Nations</p> <p>1964</p>	<p>Designed and implemented the US Government's Hubert H. Humphrey Fellowship program for mid-career professionals</p> <p>Created the South African Education Program to help prepare black South Africans for leadership in a post-apartheid future</p> <p>1979</p>	<p>Chosen to administer the Zimbabwe Manpower Development Project, a major training initiative</p> <p>1983</p>	<p>Selected by USIA to help administer the Edmund S. Muskie Fellowship Program for young professionals from the former Soviet Union</p> <p>1992</p>	<p>Initiated Lucent Technologies new Global Science Scholars Program</p> <p>1999</p>
<p>Asked to administer the Venezuelan Government's "Gran Mariscal de Ayacucho" Scholarship Program, assisting nearly 4,000 young Venezuelans, many from disadvantaged backgrounds</p> <p>1974</p>	<p>Established Science and Technology Division to undertake energy training programs for USAID</p> <p>1981</p>	<p>Provided emergency financial assistance to students from China on US campuses</p> <p>1989</p>	<p>Designed and implemented ASIA-HELP to assist students in finishing their degrees during the Asian currency crisis</p> <p>1998</p>	



Broadening cultural horizons opens minds to the world and increases a person's capacity to **think globally.**



For Fulbright students coming from abroad, IIE arranges appropriate university placement, negotiates and administers cost sharing, and provides effective supervision.

For the FULBRIGHT SENIOR SCHOLAR PROGRAM, this academic network is equally important.

THE FULBRIGHT EDUCATIONAL EXCHANGE PROGRAM

The Fulbright Educational Exchange Program is the premier US Government exchange initiative. By facilitating the free flow of knowledge and ideas, it helps to create 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 the US Department of State's Bureau of Educational and Cultural Affairs, US embassies and Fulbright Commissions abroad, IIE has administered the Fulbright Student Program for more than fifty years.

Broadening cultural horizons opens a person's mind to the world and increases his or her capacity to think globally. With the globalization of the world economy, success will demand such competence. IIE and its Fulbright partners pursue this goal by working to assure the selection of the most competent candidates, through open competition, involving the broadest possible pools of applicants. The Institute coordinates a national recruiting effort for outstanding US students and senior scholars and convenes selection panels through its offices around the country, in tandem with hundreds of US institutions. For Fulbright students coming from abroad, IIE arranges appropriate university placement, negotiates and administers cost sharing, and provides effective supervision. For the Fulbright Senior Scholar Program, this academic network is equally important. Working with Fulbright campus representatives throughout the country, IIE's affiliate, the Council for International Exchange of Scholars, responds to inquiries throughout the year and manages thousands of applications. It convenes peer review panels comprised of faculty and professionals of all disciplines, and provides logistical and other support to both US and foreign scholars during their exchanges.

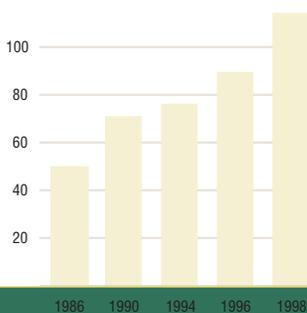
In addition, IIE works to enrich the Fulbright experience for students and scholars through leadership convocations, round-table discussions, and other personal interactions. It also provides other unique value added services to the Fulbright program, including special enrichment seminars, cultural activities, and the leveraging of additional financial assistance for Fulbrighters from its own endowment and other private sources.

One example of such leveraging is the **Kenneth Holland Award**, named after the Institute's third president, which provides additional financial support to afford Fulbright students the opportunity to build on their US experience upon their return home by supporting innovative projects of the students' own design.

This year 2,800 of the world's future leaders honed their skills and 1,400 faculty and other professionals shared their knowledge through the Fulbright Program.



At the HUMPHREY FELLOWSHIP PROGRAM 20th anniversary conference, "Building a World Together," IIE presented Frances Humphrey Howard (center) with its Stephen P. Duggan Award for International Understanding, and Former President Jimmy Carter delivered the keynote address.



IIE continually strives to develop programs that will enhance the study abroad experiences of US students, the number (in thousands) of which has risen consistently.



IIE approaches globalization in the context of the flow of **intellectual capital.**

GLOBAL EDUCATION AND TRAINING

IIE embraced globalization long before it became fashionable. The Institute's definition goes beyond the technological acceleration of communications and capital flow. Rather, IIE approaches globalization in the context of the flow of intellectual capital. This exchange of ideas — between and among nationalities, regions, disciplines, generations — is the bedrock on which peace and prosperity depend.

IIE has had an overseas presence for over forty years. Today its staff of educators, advisers and development experts are located in sixteen countries. Through this network, the Institute provides professional development, training and strategic advisory services to US government agencies, foreign ministries, corporations, international development banks, nongovernmental organizations and private foundations. These overseas offices are critical to the success of many IIE programs.

Taking advantage of IIE's worldwide reach and networks, the Ford Foundation has entrusted the Institute with managing a new **Global Travel and Learning Fund**. The Fund supports cross-national exchange of information and ideas among Foundation grantees in different fields and regions of the world. In its first two years of operation, the Fund has enabled more than 1500 individuals to attend international meetings or conferences, undertake short-term study visits or provide advisory services outside their home countries. Most of the Fund's grantees are mid-career professionals working in local NGO's, community groups, think tanks or universities.

The Humphrey Fellowship Program, a Fulbright activity supported by the Department of State and other donors, brings accomplished mid-career professionals to the United States for a year of study and practical experience. Fellows, who have come from over 130 countries, are selected from diverse fields, yet all share a demonstrated commitment to leadership and public service and a desire to establish lasting international networks with their professional counterparts.

For this reason, alumni activities are an important component of the Humphrey program. In June of this year, the program celebrated its 20th anniversary with a conference in Washington, DC on the theme: *Building a World Together: the Humphrey Legacy*. Over 200 former Fellows from throughout the world returned to join the current class of 114 for four days of discussions on global and regional issues. Six alumni and Francis Humphrey Howard received special awards for outstanding service to their home countries' development. Former President Jimmy Carter, who established the program by executive directive, gave the keynote address on "Democracy and Civil Society."



IIE arranged for Egyptian agricultural officials to work with US researchers on environmentally sound crop practices as part of a study tour on the USAID-sponsored

**DEVELOPMENT TRAINING II
PROGRAM.**

Many IIE programs are in developing countries, focused on democracy-building and economic development. The USAID-supported **Free Market Development Advisers Program** affords MBA candidates from US business schools an opportunity to work in many such countries, giving management assistance to organizations serving business and to small companies. In the process, they build their own international skills.

Through the Institute's offices in Washington, DC and in Cairo, IIE has a long and successful history working in Egypt. Under the **Development Training II (DT2)** program, IIE is providing training in support of all USAID activities in Egypt. Ultimately, more than 15,000 Egyptians will gain new skills under DT2 through innovative, results-oriented courses, internships and targeted study tours in the United States.

Promoting education for girls is a priority in Egypt where much of the population is rural and many young girls are isolated in the home. For them, educational television affords opportunities not otherwise available. Again this year, IIE brought a group of Egyptian television professionals to the Children's Television Workshop in New York. CTW has been on the cutting edge of educational television since the creation of its highly acclaimed early education series, Sesame Street. An Egyptian educational TV series, drawing on the experience of CTW and the success of Sesame Street, will begin to air in January, 2000.

In June, DT2 designed and implemented a study tour focused on the American cottonseed industry for a delegation from the Egyptian Ministry of Agriculture and Land Reclamation. The August, 1999 edition of *Agriculture Today* highlighted the tour as a positive experience for both the Egyptian participants and the specialists they met at various research facilities here. One participant's action plan, a statement of what he hoped to accomplish on his return to Egypt, stated his goal to "develop effective weed and insect control practices that are safe to crops, man and the environment."

Development, balanced by a concern for the environment, will remain a pressing global challenge in the decades ahead. IIE's Energy Group has been working for nearly twenty years to develop the skills of key energy and environment professionals throughout the world. With support from USAID, the Institute has trained more than 9,000 energy and environmental professionals in nearly 100 countries.

Since 1993, the Energy Group has managed the USAID-sponsored **India Energy Training Program** which has trained more than 1,250 professionals from throughout the energy sector. These graduates, many of whom have taken leading roles in the reform of this sector of the Indian economy, have incorporated an alumni association. In 1999, IIE signed an agreement with the Association to utilize the experience and expertise of the Association in future training for the next generation of leaders in the energy and environment sectors in India.

In anticipation of relinquishing U.S. ownership and control of the Panama Canal, USAID/Panama has for two years focused on improving local management of the canal watershed. The Institute has



IIE Energy Group Director Ahmad Ghamarian (right) and Energy Training Program Alumni Association in India President R. V. Shahi signed an agreement providing for expert graduates of India's ENERGY TRAINING PROGRAM to assist in training the next generation of energy and environmental sector leaders. Looking on is Jim A. Bever, Acting Director of sponsor USAID's New Delhi Mission.

arranged for the training of 165 Panamanians in environmental management, with the most recent group completing training on December 3, 1999. Among other things, this group drafted proposed legislation which, if enacted, will create a prosecutorial unit within the Ministry of Justice to investigate and fine persons committing environmental crimes. Money collected would be used to improve the watershed area.

Countries seeking sustainable development must integrate business and economic thinking with environmental and social demands. For the past five years, with support from the United States-Asia Environmental Partnership, IIE's **Environmental Exchange Program** (EEP) has designed training and exchange programs addressing these issues. Working through IIE offices in India and the Philippines and with partners across the region, EEP staff identify critical urban environmental needs and those individuals with the authority to effect change. IIE understands the complexity and context of each problem and identifies American and Asian institutions and individuals to work as partners to resolve those problems. Institute activities under EEP have engaged 3,800 professionals from 15 countries throughout the region.

Various IIE programs help ever growing numbers of students and professionals study abroad. One such program, the **Fulbright Memorial Fund Teacher Program**, 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 annually enables 600 primary and secondary school teachers from the US to gain a better understanding of an important ally and economic partner through meeting their peers there, as well as taking part in seminars and cultural programs in several Japanese cities.

This year marks the 60th anniversary of the **International Visitor Program** which brings professionals in all fields to the United States for carefully targeted visits. These visits are designed to offer professional growth, but, as importantly, to demonstrate this country's diversity and to offer opportunities to gain a real understanding of US life and culture. IIE, one of several organizations working in support of the IV program, arranged programs for 638 International Visitors in 1999. The value of this program was highlighted by former French President Valerey Giscard d'Estaing at IIE's 1999 volunteer appreciation luncheon in Houston, when he said:

"The trip I made to the United States in 1956 when still a young parliamentarian remains a significant event marking the beginning of my public career. The delegation included some of the most prominent men of the young political generation.... And above all, we met with President Dwight Eisenhower, still carrying the glow of victory from the War. The America that I experienced was vigorous, self-confident and all the while welcoming us with generosity: an indelible image I always remember when our relations are involved."

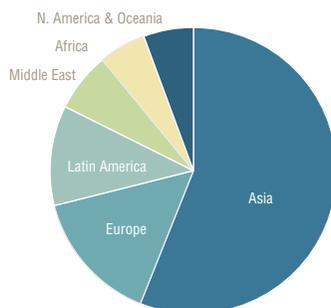


IIE is the source of first resort
for those **seeking information**
on international education.



IIE and the Freeman Foundation acted quickly to assist students here affected by the Asian currency crisis in their home countries. ASIA-HELP students met with Freeman Foundation president Houghton Freeman and his wife Doreen at a reception at IIE headquarters in New York.

Students come to the US from all over the globe. Many of IIE's programs are designed to strengthen the knowledge they gain while studying in the US.



SERVING THE EDUCATIONAL COMMUNITY

As our world becomes ever more interconnected and our economies increasingly global, education with an international component is becoming a necessity, not the luxury it was once thought to be. IIE has an eighty year history of promoting international study.

IIE is the source of first resort for those seeking information on international education. IIE offices provide the guidance of professionals knowledgeable about US higher education. The Institute's website (www.iie.org) offers everything from online program applications to data about international student mobility. IIE's publications, *Academic Year Abroad* and *Vacation Study Abroad* are comprehensive directories of overseas study opportunities and have recently gone online as "IIE Passport."

Annually, with US government support, IIE produces *Open Doors*, an analysis of international student mobility. For the 1998-99 academic year, the number of foreign students in the US increased to a record high of 490,933. With more than half of those coming from Asia, the Asian currency crisis had the potential to devastate these students' academic careers. IIE, with a grant from the Freeman Foundation, created **ASIA-HELP**, a program of no-interest loans, distributing almost \$5 million to qualified Asian students. With the war in Kosovo, IIE initiated a similar program, **Balkan-HELP**, to provide emergency grants to students from that region.

A record 113,959 US students studied abroad as well. Most studied in the United Kingdom, Spain, Italy and France, but increasing numbers went to non-traditional sites. Charts illustrative of the *Open Doors* data appear throughout this text.

IIE also supports many programs that directly build capacity in the scholarly community. The **ASIA Fellows Program**, funded by the Ford Foundation, provides opportunities for Asian scholars to spend an extended period in another Asian country to learn about that country from an Asian, rather than a Western, perspective. This program also facilitates links among Asian scholars. With growing interdependence among Asian countries, this kind of intellectual leadership development is critical.

IIE also plays a vital role of convener, stimulating dialogue among education policy makers and the donor community, and produces reports which broaden the networks through which those discussions are shared. In December, 1998 IIE convened over 100 distinguished educators from five continents to reflect on the current state of higher education and its future evolution. The symposium was sponsored by the Rockefeller Foundation, and produced a research report: *Higher Education in the 21st Century: Global Challenge and National Response*.



Helping to meet the **human resource** needs of international business is an important aspect of the Institute's work.



*German scholars on the
LUCENT GLOBAL SCIENCE
SCHOLARS PROGRAM met
with Bell Labs Nobel Prize
winner Horst Stormer during
the Global Summit at Lucent's
US headquarters. IIE manages
the international portion of
this program, which includes
students from 22 countries.*

SERVING THE BUSINESS COMMUNITY

Increasingly, global business requires an internationally trained staff. Corporations are recognizing that they need managers who think and act based on a global perspective. Throughout its history, IIE has helped men and women 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. Assisting it to do that is the President's Advisory Council comprised of distinguished human resource professionals from some of this country's leading international corporations.

IIE assists a number of corporations on their **Children of Employees** scholarship programs. Such programs are individually designed to meet the human resource needs of the corporation and its employees, and provides support for study in the United States, in the employee's home country, or in a third country. A thorough understanding of radically different educational systems enables IIE to administer these scholarship programs with meticulous attention to detail. IIE's experience also ensures that every scholarship competition is open and fair. IIE relieves the corporation of the administrative burden of recruiting, distributing and processing applications, assessing financial need, selecting grantees and administering the grants — and insures that these are handled efficiently, fairly and professionally.

Business is a major focus of the **Enron Scholarship Program** managed by IIE on behalf of Enron International, an integrated utility company based in Houston. Through this program, Enron supports graduate studies in Texas for students from Mozambique. The Institute is responsible for selection and academic supervision. In addition to business, Enron scholars are students in engineering and the earth sciences.

IIE also collaborates with corporate partners in the creation and management of philanthropic programs. One such, carried out in partnership with the Lucent Technologies Foundation, is the **Lucent Global Science Scholars Program**. Through this world wide talent search, Lucent will annually recognize over 100 high school seniors and first year university students from designated countries who have demonstrated exceptional competence in science, math and technology. Students receive a financial award, enjoy a week long program at Lucent's US headquarters, and work in paid internships at Lucent facilities back home. IIE's New York and overseas staff, in partnership with Fulbright Commissions in some countries, manages the international portion of this program in 22 countries.

IIE's **Global Engineering Education Exchange** (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 Ford Motor Company, as well as membership fees from participating US universities.

Ten years ago GE sought assistance from the Institute's Mexico based Office for Latin America to help design and manage the General Electric Scholarship Program through which outstanding Mexican undergraduates receive scholarships for technical studies at Mexican universities. Today this program is also available in Thailand, Indonesia, Korea, and Malaysia, the latter two in partnership with local Fulbright commissions. Recognizing IIE's experience and world wide reach, **The GE Fund** capitalized on this competence to expand and adapt the program for other regions halfway around the globe.

Toyota Motor Sales, U.S.A., Inc. also saw special value in IIE's mission and worldwide perspective when it asked the Institute to create a professional development experience for US teachers from states where the company has operations. During the launch of the **Toyota International Teachers Program**, fifty American teachers participated in a global issues study visit to Japan that highlighted industry and community partnerships in education and the environment.

Since 1987, IIE has assisted the GE Fund in awarding undergraduate students engineering, business and technical scholarships in Mexico. The successful GE SCHOLARSHIP PROGRAM has since been adapted and expanded to several Asian countries.

CELEBRATING EIGHTY YEARS

ON OCTOBER 14, 1999, THE INSTITUTE CELEBRATED ITS

80th anniversary with a black tie gala held at the Plaza Hotel in New York City. The more than three hundred guests in attendance heard the Guest of Honor, Secretary of State Madeleine K. Albright, tell of her connection with the Institute.

"I am a fan of the IIE for many job-related causes, but I have a personal reason, as well. When my family first came to America, my father, who had been a Czech diplomat, needed to find a new line of work. An IIE director helped him obtain a teaching position at the University of Denver. My father thrived there and so did our family. For us, IIE has always been a synonym for opportunity."

The Secretary then went on to speak about the importance of public diplomacy today.

"Public diplomacy matters because, in this day and age, we cannot simply assume that America's policies and intentions will be understood. Public diplomacy helps us to tell our side of the story; to clarify intentions; provide explanations; clear up distortions; and rebut lies...."

"That is why our international scholarship, exchange and visitor programs are such an important part of our public diplomacy. And for more than half a century, the IIE has successfully administered the best of these programs...."

The evening also provided the Institute with an opportunity to award its Stephen P. Duggan Award for International Understanding to Citigroup Vice Chairman, William R. Rhodes, and to World Economic Forum Founder and President, Klaus Schwab. On being presented the award, Professor Schwab noted the shared mission of the World Economic Forum and the IIE. "Both are preparing leaders to be open to the world and to create a better world. It is our goal to have leaders from all facets of business, government and academia work together to improve the state of the world." In his remarks on receipt of the award, Rhodes said:

"In this fast-changing, dynamic world in which we live, we must ask how we are preparing the next generation of professionals to cope with the challenges that lie ahead. As business and banking become ever more global, and as technology accelerates communications and capital flows, I believe, as does the IIE, that having a chance to live in another country, be exposed to the local culture and learn another language will be an invaluable asset....I would encourage the next generation of leaders to consider a period of international educational exchange as an essential part of the preparation they will need to succeed in the business world..."

*Secretary of State Madeleine
K. Albright was the guest of
honor and delivered a foreign
policy address at IIE's 80th
Anniversary Celebration
in New York.*



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NEW YORK 80TH ANNIVERSARY GALA

IIE celebrated its 80th anniversary in 1999 with a gala dinner at The Plaza in New York on October 14, 1999 at which guest of honor Secretary of State Madeleine K. Albright delivered a foreign policy address. IIE also presented the Stephen P. Duggan Award, named for our founder, to William R. Rhodes, Vice Chairman of Citigroup, for his accomplishments in international banking, and Professor Klaus Schwab, Founder and President of the World Economic Forum, for his work in bringing together international business leaders with a commitment to improving the state of the world. Guests were distinguished globally-minded leaders in the business, government, foundation and academic communities. Noted international journalist and Fulbright alumnus Garrick Utley served as Master of Ceremonies.

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1999 IIE/MIDWEST ANNUAL BENEFIT DINNER

The IIE Midwest Regional Center Benefit Dinner featured internationally renowned journalist Arnaud de Borchgrave, President and CEO of United Press International, on April 14, 1999 at the Four Seasons Hotel, Chicago.

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1999 DIPLOMATS BALL

In 1999, the IIE Rocky Mountain Regional Center launched its first Diplomats Ball, celebrating the growing global status of Denver and Colorado. Honorees were the Consular Corps of Colorado as well as consular officials from throughout the U.S. for a total representation of more than 30 countries.

In addition to an energetic General Committee, the Diplomats Ball established an Ambassador Host Committee, chaired by Ambassador Henry E. Catto, former U.S. Ambassador to the Court of St. James, who also served as master of ceremonies for the event. Other members of the Ambassador Host Committee included Rocky Mountain Regional Advisory Board member Keith Brown, former U.S. Ambassador to Denmark; IIE Trustees Donald McHenry, former U.S. Ambassador to the United Nations, and Edward Perkins, former U.S. Ambassador to Liberia; and IIE Honorary Trustee Donald Blinken, former U.S. Ambassador to Hungary.

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1999 ANNUAL LUNCHEON

The IIE Southern Regional Center hosted its 46th Annual Luncheon on February 26, 1999 at the Doubletree Hotel-Post Oak.

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1999 FESTIVAL OF NATIONS

IIE/Southern honored Venezuela with a gala on August 28, 1999 at the Houston Museum of Natural Science.

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IIE/Southern hosted its first annual Fulbright Cup Tennis Tournament on May 1, 1999 at Rice University.

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WEST COAST

IIE WEST COAST ANNUAL DISTINGUISHED SERVICE AWARDS DINNER

At its most successful ever Annual Dinner on September 15th, 1999 IIE West Coast honored John P. Morgridge, Chairman of the Board of Cisco Systems with its Distinguished Service Award. The festive evening was an opportunity to acknowledge Cisco Systems' remarkable role in expanding the possibilities of this information age while at the same time reaffirming the importance of international education.

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FINANCIAL STATEMENTS

PROGRAM SERVICES: SPONSORED PROGRAMS

The following briefly describes the work of IIE in the major functional areas appearing in the audited financial statements. IIE's work in these areas is also more fully described in the narrative text in this report.

INTERNATIONAL EXCHANGE OF PERSONS

IIE brings foreign nationals to the US for academic study and/or practical training and arranges for US nationals to study, provide technical assistance, conduct research or serve as business advisers abroad. IIE also arranges training in third countries. IIE conducts the nationwide competition for Fulbright grants for US scholars and graduate students. IIE's programs are supported by individuals, corporations, foundations, US

government agencies, foreign governments, nongovernmental organizations and educational and cultural institutions.

SCIENTIFIC COOPERATION

IIE provides international purchasing services to a number of international institutions as well as to developing-country universities and nongovernmental organizations.

SHORT-TERM INTERNATIONAL VISITORS

IIE arranges US visits for foreign leaders from the public and private sectors. Sponsors include agencies of the US government, foreign governments and a wide range of private institutions.

ASSISTANCE TO COLLEGES AND UNIVERSITIES

Various of IIE's international offices administer or provide support services for the administration of

tests of English-language competence and other standardized US university admissions tests.

INSTITUTE EDUCATIONAL SERVICES

IIE's Research Division tracks international student flows and, with US government support, publishes its findings annually in Open Doors. IIE also publishes comprehensive directories of study-abroad programs (available at www.iiepassport.org) and provides information on international study through its website (www.iie.org). IIE also offers more targeted information to international educators on IIE member campuses.

OVERSEAS OFFICE AND REGIONAL CENTER ACTIVITIES

IIE offices abroad 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. IIE's Regional Centers in the US develop and conduct locally supported exchanges and support national IIE programs and projects.

This function includes the expense of running IIE as a whole. IIE has continued this past year to invest in equipment, maintenance and staff development to better prepare it to provide service in the years ahead. Fundraising is devoted to raising unrestricted funds from individuals, corporations and foundations to support IIE educational services. Program development includes identifying needs and developing IIE initiatives to meet them, as well as coordinating efforts to find support for those initiatives.

STATEMENTS OF FINANCIAL POSITION

As of September 30, 1999 and 1998

	1999	1998
ASSETS		
Cash	\$ 5,419,957	\$ 2,159,575
Reimbursable expenditures under contracts in progress, net	11,498,823	7,613,402
Contributions receivable	2,477,345	7,864,812
Investments, at market value	49,509,444	32,555,131
Prepaid expenses and other assets	1,152,953	1,537,258
Property and equipment, net	2,539,411	5,057,924
Total assets	<u>\$ 72,597,933</u>	<u>\$ 56,788,102</u>
LIABILITIES AND NET ASSETS		
Liabilities:		
Accounts payable and accrued expenses	\$ 6,371,554	\$ 5,460,571
Deferred income	11,779,539	448,957
Sponsored funds received in advance	10,943,901	9,260,101
Total liabilities	<u>29,094,994</u>	<u>15,169,629</u>
COMMITMENTS AND CONTINGENCIES		
Net Assets:		
Unrestricted	11,256,149	2,109,368
Property and equipment	2,539,411	5,057,924
Total unrestricted net assets	<u>13,795,560</u>	<u>7,167,292</u>
Temporarily restricted	25,613,991	30,421,121
Permanently restricted	4,093,388	4,030,060
Total net assets	<u>43,502,939</u>	<u>41,618,473</u>
Total liabilities and net assets	<u>\$ 72,597,933</u>	<u>\$ 56,788,102</u>

IIE's financial statements are audited on an annual basis by Arthur Andersen LLP. The Statements of Financial Position, as of September 30, 1999, and the related Statements of Activities for the year ended September 30, 1999 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, 1999
with comparative totals for the year ended
September 30, 1998

	1999			1998	
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Total
REVENUES:					
Sponsored programs	\$ 116,853,051	\$ -	\$ -	\$ 116,853,051	\$ 101,848,668
Contributions	803,819	2,110,392	-	2,914,211	15,954,785
Investment income	4,470,342	226,666	63,328	4,760,336	2,920,820
Unrealized (depreciation) appreciation in fair market value of investments	(1,753,447)	307,660	-	(1,445,787)	(2,492,811)
Net rental (loss) income	(31,168)	-	-	(31,168)	219,269
Sales of publications	544,133	-	-	544,133	403,164
Special events-					
Contributions	861,201	-	-	861,201	966,706
Direct costs	118,782	-	-	118,782	154,438
Net revenues from special events	742,419	-	-	742,419	812,268
Membership fees	310,725	-	-	310,725	294,116
Other revenue	101,104	-	-	101,104	41,983
Total revenues	122,040,978	2,644,718	63,328	124,749,024	120,002,262
Net assets released from restrictions-					
Satisfaction of program restrictions	7,451,848	(7,451,848)	-	-	-
Total revenues and net assets released from restrictions	129,492,826	(4,807,130)	63,328	124,749,024	120,002,262
EXPENSES:					
Sponsored programs-					
International exchange of persons	106,884,514	-	-	106,884,514	89,756,322
Scientific cooperation activities	5,955,729	-	-	5,955,729	3,582,493
Short-term international visitors	5,226,876	-	-	5,226,876	4,954,805
Assistance to colleges and universities	3,793,771	-	-	3,793,771	3,058,864
Total sponsored programs	121,860,890	-	-	121,860,890	101,352,484
Institute, educational and arts services-					
Publications, census, counseling, library and reference services	1,205,999	-	-	1,205,999	1,292,765
Overseas and regional office activities	606,891	-	-	606,891	1,089,008
Total Institute, educational and arts services	1,812,890	-	-	1,812,890	2,736,526
Total program services	123,673,780	-	-	123,673,780	104,089,010
Supporting services-					
Management and general	4,880,132	-	-	4,880,132	3,921,000
Fund-raising	1,255,016	-	-	1,255,016	537,525
Program development	896,073	-	-	896,073	1,187,638
Total supporting services	7,031,221	-	-	7,031,221	5,646,163
Volunteer service/in-kind contribution expense	120,044	-	-	120,044	283,076
Total expenses	130,825,045	-	-	130,825,045	110,018,249
(Decrease) increase in net assets before unusual item	(1,332,219)	(4,807,130)	63,328	(6,076,021)	9,984,013
UNUSUAL ITEM - GAIN ON SALE OF BUILDING, net	7,960,487	-	-	7,960,487	
Increase (decrease) in net assets	6,628,268	(4,807,130)	63,328	1,884,466	9,984,013
NET ASSETS, beginning of year	7,167,292	30,421,121	4,030,060	41,618,473	31,634,460
NET ASSETS, end of year	\$ 13,795,560	\$ 25,613,991	\$ 4,093,388	\$ 43,502,939	\$ 41,618,473



SENIOR MANAGEMENT GROUP

Pictured top, left to right: Thomas E. Harvey, *Special Counsel for Governmental Affairs;* Thomas Farrell, *Vice President, Exchange Programs and Regional Services;* Robert Gordon, *Vice President, Development Training and Assistance;* Julian Johnson, *Director, Development;* David D. Arnold, *Executive Vice President and Chief Operating Officer.* *Bottom, left to right:* Carol Meadows, *Deputy Vice President;* James Lapple, *Vice President, Finance and Administration;* Patti McGill Peterson, *Vice President and Executive Director, Council for International Exchange of Scholars;* Allan E. Goodman, *President and Chief Executive Officer;* Peggy Blumenthal, *Vice President, Educational Services;* Joan Wall, *Director, Human Resources.*
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