



INSTITUTE OF  
INTERNATIONAL  
EDUCATION

Opening Minds to the World  
2000 Annual Report

**WORLDWIDE OFFICES**

**BRAZIL**

**EGYPT**

**HONG KONG/CHINA**

**HUNGARY**

**INDIA**

**INDONESIA**

**KAZAKHSTAN**

**MEXICO**

**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.**

## From The President and Chairman

The rapid globalization of commerce and communication has opened new vistas and linked the lives of people around the world in unprecedented ways. These changes have engendered both opportunity and fear as satellite communication and the Internet leap-frog economic and cultural borders. As we move into a new “global village,” few of us really know our neighbors.

These global changes necessitate an in-depth understanding of other countries, yet mouse clicks and double-clicks cannot replace the experience of being immersed in another culture. Participating in the lives and ways of others is the only sure means to move beyond stereotypes, prejudice and misunderstanding. It is also the key to enabling us to work together in the global business environment that lies ahead.

There is good news. Last year, 129,770 American students studied abroad, and 514,723 foreign students studied in the United States. While the number of American students studying abroad is still small, the number has grown by 45% over the past four years. Greatly increasing this number is at the heart of IIE’s mission.

The trend toward globalization will also draw more heavily upon IIE as an agent for economic and social advancement around the world. The adage, “knowledge is power,” has never been truer than today. The economic engine of the world has moved from one that relies principally on labor to one fueled by knowledge and information. This has produced unparalleled prosperity in the United States, but threatens to turn the existing gap between richer and poorer nations into an enormous chasm. If we don’t address this disparity, much of the world’s population will be left behind, isolated from the economic and societal benefits of advances in science, medicine and technology. In addition to needlessly perpetuating human misery, this chasm will create instability within and among nations.

The surest way to close this growing divide is international education. International education moves people and ideas beyond borders, sharing what has been learned by one part of the human family with another. IIE is the world leader in doing this. Last year, IIE helped more than 18,000 students, scholars and professionals from more than 175 countries receive the education and training needed to improve the quality of life in their countries. We will be a vital resource in the coming decades for assisting developing nations and emerging economies in closing the knowledge gap, thereby providing a better life for their citizens.

As you peruse this year’s report, you will get a picture of how IIE helps to bring our world closer together. We hope you will be inspired to join with us, our sponsors and supporters in helping to open minds to the world.



HENRY KAUFMAN



ALLAN E. GOODMAN

HENRY KAUFMAN  
Chairman, Board of Trustees

ALLAN E. GOODMAN  
President and Chief Executive Officer



# About The Institute

## Why is International Education 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.*

## 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 countries
- 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
- to partner with corporations, foundations, and governments in finding and developing people able to think and work on a global basis

## VOLUNTEERS AT IIE

IIE's network of volunteers augments the work of our professional staff in our New York and Washington offices and Regional Centers. In New York, the Cultural Events Desk provides tickets free of charge to Fulbright grantees for performances ranging from Lincoln Center events to Broadway shows. Stephanie Rosenblatt has headed-up the Cultural Events Desk for 14 years, and is seen here discussing operations with fellow volunteers, Don Harris and Gloria Lazarus. The service distributes over 6,000 tickets each year, a total of 100,000 since the program began.



## Looking Back: Highlights Of The Year



### OPENDOORSWEB.ORG

International students on U.S. campuses exceeded 500,000 for the first time this past year and contributed over \$12 billion to the economy. U.S. students abroad also reached a record high of almost 130,000. These new statistics on international student mobility from IIE's annual census are published by IIE in *Open Doors 1999/2000* and also are posted on a dedicated website ([www.opendoorsweb.org](http://www.opendoorsweb.org)) which includes historical data, detailed tables with breakdowns by country and field of study, and updated mini-surveys on topics of special interest. A new CD with 50 years of *Open Doors* data is also now available. The annual student census and the resulting *Open Doors* publication are supported by the Bureau of Educational and Cultural Affairs of the U.S. State Department.

### U.S.—AEP ENVIRONMENTAL EXCHANGE PROGRAM

Six million people living in West Bengal, India use arsenic contaminated groundwater as their source of drinking water. With sponsorship from the US-Asia Environmental Partnership, IIE designed and conducted an exchange program for high-level Indian officials to meet with experts from U.S. government, industry, universities, and NGOs to discuss and evaluate possible solutions to the arsenic contamination problem. Technologies identified during this exchange have been approved for preliminary studies in thousands of villages. IIE, with the support of USAID, conducted more than 100 exchange programs under the US-AEP during 2000.

### GOLDMAN SACHS GLOBAL LEADERS

In partnership with educational organizations in sixteen countries, and with support from The Goldman Sachs Foundation, IIE is conducting an annual international competition to identify 100 of the most accomplished second-year university students for a new Goldman Sachs Global Leaders Program. Fifty “top honors” recipients will participate in a week-long Goldman Sachs Global Leaders Institute in New York City, bringing them together with leading business school faculty and executives, followed by online team projects related to international business challenges.

### HEADQUARTERS REDEDICATION

On October 16, 2000, IIE completed the remodeling of its headquarters located across from the United Nations in New York City. U.N. Ambassador Richard C. Holbrooke addressed donors, staff, and friends in the Kaufmann Conference Center, as did his predecessor, Adlai Stevenson,

when the building was first dedicated in 1964. Congressman Benjamin Gilman, Chairman of the House International Relations Committee, also participated in the program, with both acknowledging the importance of cultural and historical understanding as our world becomes ever more borderless. The Institute also recognized and thanked Congressman Gilman for introducing the *International Academic Opportunity Act of 2000*, creating a scholarship program for students with a demonstrable financial need who may never have aspired to an international educational exchange experience. The Gilman Scholars, all of whom would qualify for financial assistance under the Pell Grant program, will be eligible for up to \$5,000 to cover the additional costs of study abroad. The legislation passed both Houses of Congress and was signed into law on October 17<sup>th</sup>.



### FULBRIGHT STAFF IN OPERATION

A COMPETENT AND PROFESSIONAL STAFF AT IIE SUPPORTS THE MANAGEMENT OF THE WORLD-WIDE FULBRIGHT PROGRAM.

PICTURED ON THE PREVIOUS PAGE IS THE FULBRIGHT NATIONAL SCREENING COMMITTEE, INCLUDING SUSAN BERGER AND LILIAN MANGER-COATES WITH IIE U.S. STUDENT PROGRAM STAFF JERMAINE JONES, RACHAEL GOLDBERG AND GREGORY JONES.

ALSO WORKING ON THE FOREIGN STUDENT PROGRAM: FROM THE PLACEMENT AND SPECIAL SERVICES UNITS: GRACE ASPHALL, JULIA GUFFANTI, AND KRISTINA STULIC; JOHANNA MARQUINA, CARL DEANGELIS, AND EDWARD MONKS; DIMITRIS KASTOULAS, ANDREW KAZELKA, AND WILLIAM KOLSUN. FROM THE FULBRIGHT MANAGEMENT TEAM: ARTHUR AUSTIN, MARY KIRK, AND MONTI CASTANEDA; FAR RIGHT, ROSARIO SANTOS, SCHUYLER ALLEN, SARAH ILCHMAN, AND MICHAEL PIPPENGER.

### FULBRIGHT ALUMNI INITIATIVES AWARDS

The new Fulbright Alumni Initiatives Awards program, launched in April 2000, offers former U.S. senior Fulbrighters the opportunity to develop and sustain ongoing partnerships with home and host institutions initiated as a result of their experience abroad. Over 550 enthusiastic alums applied, and 24 grants — ranging from \$1,650 to \$20,000 — were awarded. The program, jointly funded by IIE's new Fulbright Legacy Fund and the U.S. Department of State's Bureau of Educational and Cultural Affairs, is a prime example of a successful public/private partnership. Next year's round of Alumni Initiative grants will include Fulbright visiting scholars from overseas.

### IIE AND CONGRESS

The IIE Board of Trustees held its April meeting in Washington, DC, where the Board conferred the Stephen P. Duggan Award for International Understanding on Congressmen Ralph Regula and Tom Lantos. Regula, a senior member of the Appropriations Committee, and of the subcommittee with jurisdiction over the budget of the Department of State, has been a long time supporter of international educational exchange. Lantos, a Holocaust survivor, was a professor of economics for some 30 years before being elected to Congress, where he serves as a member of the House International Relations Committee. In accepting the award, Congressman Lantos noted that "minds are like parachutes. Both work best when they are open, and nothing assures this better than international exchange programs like Fulbright."

### THE ROLE OF NON-PROFIT ORGANIZATIONS IN CHINA'S SUSTAINABLE DEVELOPMENT

On June 8, 2000, a delegation of environmental leaders from NGOs and community groups participated in a day-long roundtable conference on the role of non-profits in conservation and sustainable development. This was one of the final events of a month-long program IIE arranged for participants of the Elisabeth Luce Moore Leadership Program for Chinese Women, which brings together women leaders from China's mainland, Hong Kong and Taiwan with their American counterparts. The delegation included heads of environmental action groups and conservation projects, environmental reporters, and the manager of Tibet's national parks.

### CIRCLE OF RIGHTS

As part of its ongoing effort to facilitate professional development of human rights organizations around the world, the International Human Rights Internship Program, in conjunction with the Asian Forum for Human Rights and Development,

published *Circle of Rights — Economic, Social, and Cultural Rights Activism: A Training Resource*. This 660 page volume, supplemented by a video tape on the work of the U.N. Committee on Economic, Social and Cultural Rights and a guide to budget analysis from a rights perspective, was supported by the Ford Foundation, the Joyce Mertz-Gilmore Foundation, the Swedish NGO Foundation for Human Rights, and the John D. and Catherine T. MacArthur Foundation. Copies will be mailed to human rights groups around the world, with the full report available on IIE's website.

### U.S. UNIVERSITY FAIRS IN ASIA

Over 25,000 Asian students and parents met in October 2000 with 100 U.S. college and university representatives, to learn about opportunities for study in America, how to apply and where to seek financial aid, if needed. The month-long fair series, with events in ten Asian cities, is an annual event organized by IIE's offices in Hong Kong, Bangkok, Jakarta and Hanoi, and in conjunction with Fulbright Commissions in Japan and India.



### EL-KUREIMAT THERMAL POWER PLANT TRAINING PROGRAM

El-Kureimat is the largest and one of the newest power generating plants in Egypt, with two 600 MW gas fired units. The USAID Mission in Egypt has asked IIE's Energy Group to develop training and qualification programs for all operating personnel and a comprehensive plant operations manual.

### ECOLINKS

The EcoLinks Partnership Grants Program, funded by the U.S. 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. Over 150 grants were made to businesses and local governments in Central Europe and the Newly Independent States to help them reduce their greenhouse gas emissions and improve their operating efficiency.

### CORPORATE PARTNERSHIPS

As part of its ongoing assistance to companies seeking to recruit talented U.S.-trained international students, IIE launched *AsiaJobSearch*, the only database of pre-screened highly qualified Asian students with U.S. degrees, who are seeking employment back in Asia. U.S. multinationals as well as Asian-based companies, NGOs and universities can search the database for a modest subscription fee, thanks to an underlying grant from the Freeman Foundation. A new Global Leadership Career Service is also under development, through which IIE-administered grantees can identify appropriate positions in the private sector back home, and companies are put in touch with outstanding students who have received overseas training through scholarship programs managed by IIE.

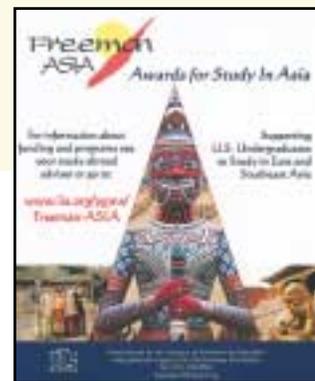
### RESPONDING TO EAST TIMOR'S NEEDS

Over 180 students from East Timor enrolled at Indonesian universities received emergency assistance to enable them to complete their degrees, and 60 more will get scholarships to start their studies in the coming year, thanks to a Ford Foundation funded program implemented by IIE's partner organization, the Indonesian

International Education Foundation (IIEF.) IIE's Professional Exchanges Program, in partnership with Tennessee Technological College and Dili-based NGO, Timor Aid, is also working to rebuild the primary education system of newly independent East Timor.

### FULBRIGHT MEMORIAL FUND TEACHER PROGRAM

The Japan-U.S. Educational Commission and the Government of Japan have reached a milestone at the beginning of the fifth year of their innovative approach to building better relations between the United States and Japan. Nearly 3,000 primary and secondary teachers and administrators will have participated in professional development, intensive learning experiences in Japan when the 2000-2001 cycle is completed, making this the largest bilateral program benefiting U.S. education professionals. IIE has assisted through the creation of a national outreach and recruitment plan, including a new interactive application this year, regional selection panels meeting across the United States and pre-departure orientations for American teachers.



### FREEMAN AWARDS FOR STUDY IN ASIA

To increase substantially the number of young Americans with first-hand experience in Asia, IIE launched a new award program in November with Freeman Foundation support. The program aims to provide funding to over 1,200 undergraduates with demonstrable financial need to study in East and Southeast Asia for periods of a summer to an academic year. Application is directly through the IIE website, in a paperless and high-speed application and approval process.

## Opening Minds to the World

# The Fulbright Educational Exchange Program

The Fulbright Educational Exchange Program is administered by the Institute of International Education on behalf of the U.S. Department of State's Bureau of Educational and Cultural Affairs, U.S. Embassies and Fulbright Commissions abroad. Fulbright, which has an unparalleled global reputation for excellence, draws students, faculty and professionals from some 140 countries to the U.S. and sends their U.S. counterparts overseas.

The Fulbright Student Program is a long-term investment, assuring that competitively selected students from around the world — many destined to become the leaders of their countries — have the opportunity to benefit from the U.S. education system. Fulbright ensures that mutual understanding becomes part of the life experience of the scholarship recipients who combine education and career enhancement with the sense of values and responsibilities serious leadership requires. The program also broadens cultural horizons and opens the participants' minds to the world, enabling them to think globally. U.S. student applicants for the program are selected through an open, merit based competition from the broadest pool of candidates possible. Those selected to participate in the Fulbright U.S. Student Program pursue graduate studies or conduct independent or collaborative research in countries throughout the world, bringing an international component back to the institutions where they work and communities in which they reside.

Through the Fulbright Program, approximately 900 students from the U.S. are sent abroad each year, while some 1,300 foreign students come to U.S. campuses.

IIE's academic networks enable it to arrange appropriate university placement, negotiate and administer cost sharing, including tuition abatement, and provide effective supervision of program participants. Through its nationwide network of offices, IIE also develops and conducts a variety of activities to enhance the Fulbright experience for both students and scholars. These include leadership convocations and round-table discussions, enrichment seminars and a variety of cultural activities.

The Institute responded quickly to new opportunities for U.S. students and young professionals under Fulbright sponsorship as the Department of State created new programs in Ukraine and China for U.S. Fellows. The group of Fulbright students to Ukraine joined their faculty colleagues and a contingent of Fulbrighters to Russia and Eastern Europe in Washington for orientation prior to their departure to Kiev. In the past year, IIE has provided on the ground support to the Fulbright Program in Ukraine and Russia through new cooperative agreements, which IIE won in open competition. Like the assistance IIE has provided to new Fulbright activities in Vietnam and China, our work in Russia and Ukraine is designed to assist these developing Fulbright Programs with basic administrative, management and financial services as they work to become self sufficient in challenging transitional environments.

6

*For Fulbright students coming from abroad, IIE arranges appropriate university placement, negotiates and administers cost sharing, and provides effective supervision. It also conducts a variety of activities to enhance the Fulbright experience.*



The Fulbright Scholar Program, administered by the Institute’s Council for International Exchange of Scholars, brings some 800 academics and professionals from abroad each year to U.S. campuses and, acting through peer review panels, selects approximately 800 U.S. scholars to teach and conduct research overseas.

In April of this year, IIE launched the Fulbright Alumni Initiatives Awards Program which offers grants to former U.S. senior scholar Fulbrighters to support projects that continue work and partnerships initiated while they were abroad. IIE has established a Fulbright Legacy Fund with a \$2.5 million endowment to provide enrichment activities that add value to the Fulbright experience. The C.V. Starr Foundation has also generously committed \$1 million to the fund. Proceeds from that fund, plus additional monies contributed by the U.S. Department of State, support the Alumni Initiatives Awards.

Among the 24 projects supported by the program this year is the development of a course in international contracting law which will be jointly offered by the University of Washington and the University of Tokyo Law Schools. Another is a global medicine initiative that will link the Robert Wood Johnson Medical School with the National Institute of Mental Health and Neurosciences and various government-run primary care sites in India. Other initiatives involve distance learning, conservation policy, business and e-commerce course development, and public health training.

BRONWEN FORBAY IS A FULBRIGHT STUDENT FROM DURBAN, SOUTH AFRICA, STUDYING CLASSICAL VOICE AT THE MANHATTAN SCHOOL OF MUSIC. IN NOMINATING HER FOR THE FULBRIGHT PROGRAM, ONE OF HER INSTRUCTORS NOTED THAT “BRONWEN HAD OUTGROWN THE TRAINING AVAILABLE IN AFRICA” AND NEEDED THE EXPOSURE THAT FULBRIGHT WOULD OFFER TO REALIZE HER FULL POTENTIAL.

FULBRIGHT SCHOLAR DR. RACHEL HUNTER IN HER LABORATORY IN BANGKOK THAILAND, WHERE SHE IS PURSUING HER STUDIES AND RESEARCH.



8

SUPRANEE JONGDEEPAISARL IS AN ENVIRONMENTAL SCIENTIST WITH THAILAND'S MINISTRY OF SCIENCE, TECHNOLOGY AND THE ENVIRONMENT, WHERE SHE IS RESPONSIBLE FOR REGULATING AND MONITORING HAZARDOUS WASTE. SHE HAS WORKED CLOSELY WITH THE UNITED STATES ASIA ENVIRONMENTAL PARTNERSHIP (US-AEP) AND IIE'S ENVIRONMENTAL EXCHANGE PROGRAM SINCE 1996, RECEIVING TRAINING ON EMERGENCY RESPONSE AND CHEMICAL TRACKING AND SOIL REMEDIATION. SHE RECENTLY ATTENDED A COURSE ON RISK ASSESSMENT CONDUCTED BY THE ENVIRONMENTAL PROTECTION AGENCY IN ATLANTA. THE TRAINING INCLUDES CLASSROOM PRESENTATIONS, HANDS-ON EXPERIENCE, SITE VISITS AND INFORMAL DISCUSSIONS WITH PRACTITIONERS.

## Opening Minds to the World Global Education and Training

**G**lobalization has been a fact of life for IIE long before the term came into common parlance. It is a part of our core mission to foster the free flow of intellectual capital across national boundaries. Through its staff of educators, advisors and development experts located in offices throughout the world, IIE provides professional development, training and strategic advisory services to U.S. government agencies, foreign ministries, corporations, international development banks, NGO's and private foundations.

The **Humphrey Fellowship Program**, a Fulbright activity supported by the Department of State and administered by IIE since it began in 1979, brings mid-career professionals to the United States for a year of study and practical experience. Humphrey Fellows are selected from diverse fields, yet all share a commitment to leadership and public service. Through the fellowship experience, they grow professionally and develop networks of like-minded professionals around the world.

The **Investing in Women In Development (IWID)** Fellows Program is a cooperative activity of the U.S. Agency for International Development (USAID) and IIE. IWID's goal is to increase the number of U.S. professionals with hands-on experience in international and gender-related development activities. IWID offers U.S. mid-career professionals and Ph.D. track students the opportunity to apply their technical skills in fields such as business and economic development, democracy and governance, environment, girls' education and health, population and nutrition in the course of a 12-month assignment in USAID field offices or Washington, DC-based bureaus. Fellows join a USAID team to provide technical input in their area of expertise, as well as guidance on how to integrate gender concerns in that sector.

The **Emerging Markets Development Advisers Program** places U.S. MBA candidates as advisers in ten-month work assignments in developing country businesses and business-serving organizations. USAID field missions identify assignments, and IIE works closely with them to match top MBA candidates to the most appropriate placements. While on assignment, the advisers provide technical support in business management practices in areas such as financial planning, loan portfolio analysis, marketing, human resource development, production and quality control and information technology. The program has operated since 1992 and to date, 121 advisers from 59 U.S. graduate schools have provided business assistance to 113 businesses and organizations in 31 countries. At the end of the 10-month work assignment, advisers return to their U.S. business schools to complete course work, share their experiences working in a developing country and finalize case studies on aspects of doing business in emerging markets. IIE has recently published the second volume of these case studies, *Portraits of Business Practices in Emerging Markets*, and the accompanying teaching manual is being distributed widely to U.S. business schools.

With sponsorship from the **U.S.-Asia Environmental Partnership**, IIE administers the **Environmental Exchange Program** designed to address Asia's urban and industrial environmental issues by developing and implementing tailored technical tours and providing training.



PARTICIPANTS IN THE ELISABETH LUCE MOORE LEADERSHIP PROGRAM FOR CHINESE WOMEN ARE JOINED BY IIE VICE PRESIDENT FOR EDUCATIONAL SERVICES, PEGGY BLUMENTHAL, PROGRAM MANAGER SUSANNAH SPODEK AND INTERN KATHRYN GONNERMAN AT THE CONCLUSION OF A ROUND TABLE CONFERENCE ON THE ROLE OF NON-PROFITS IN CONSERVATION AND SUSTAINABLE DEVELOPMENT.

The exchange program targets individuals whose actions can have a significant impact on the future of the environment and economic development in Asia. High rates of projected industrial and population growth make the region especially problematic in terms of future greenhouse gas emissions and global warming.

IIE's greenhouse gas related work has centered on India, Malaysia, the Philippines, Thailand and Korea. Among the most energy intense industries in those countries are iron and steel smelting and cement manufacturing. We have had measurable successes in reducing emissions in both of these sectors. One recent program brought together the members of the Steel Authority of India, Ltd., with their U.S. counterparts including LTV Steel and Bethlehem Steel Corp. to review environmental management issues. One Indian plant represented on the tour, the Bhilai Steel Plant, achieved significant savings as a result of reduced fuel consumption. As a result of this activity, U.S. industries were able to explore new business opportunities in India.

IIE also worked with the India Cement Manufacturers Association, conducting training for dozens of cement manufacturers on methods of reducing energy consumption and minimizing environmental impacts.

IIE is now also identifying experts to assist the Hong Kong government in exploring opportunities to become a regional center for emissions trading. The experts will participate in a conference assessing the potential impact and costs of market-based instruments for controlling emissions in the region, and the interest and capacity of industry and power generators to respond.

During the past year, IIE's **Energy Group** was awarded a USAID contract to continue the **Ukraine Energy MBA Program** for two additional years. The program, managed in partnership with the International Management Institute of Kiev, was recently rated among the most valuable USAID-funded training programs in

Ukraine by an independent report. Over the past three years, 122 utility executives have graduated from the program and 70 percent of the graduates have been promoted to positions of senior management responsibility.

The **Energy & Environment Technical Leadership Training Program (TLT)** delivered its final in-country workshop in Dakar, Senegal, in October 2000. It focused on topics such as energy efficiency, renewable energy, urban environmental management and global climate change. Since the inception of this program, TLT has trained a total of 1,097 participants to support national development that is both friendly to the environment and supportive of economic growth.

With the support of the USAID Center for Global Environment, the Energy Group designed and has been providing training and technical assistance to help in meeting Brazil's challenges of providing clean and efficient energy. The **Brazil Energy Training and Outreach Program** will develop institutional capacity and support Brazil's sustainable economic development.

In a cooperative agreement with USAID's Mission in New Delhi and the Government of India, the **India Energy Training Program** has been helping to develop institutional capacity in the energy sector of the Indian economy. It continues to support the country's regulatory reform, promote energy efficiency, and assure customer involvement in setting tariffs and planning power generation. In addition to providing in-country and U.S.-based training and technical assistance, the Energy Group provides administrative support to strengthen the program's alumni association, which is now comprised of many of the leaders in this sector of the economy.

For the first time, the U.S. Department of Energy has asked the Energy Group to assist it in a series of activities to promote sustainable development in energy policy throughout the developing world. IIE's support will focus on assisting DOE in its **Hemispheric Energy Initiative** and in its efforts to promote sustainable energy and the environment in Africa.

In partnership with the Regulatory Assistance Project (RAP), the Energy Group began implementing the **Hemispheric Regulatory Assistance (HERA)** project funded by a generous two-year grant from **The Tinker Foundation**. The goal of the project is to promote sustainable – and environmentally friendly – electric utility restructuring policies in Central and South America. Using detailed surveys and assessments, the HERA project will develop a unique framework and best practices guide for electric utility restructuring and regulation process in the region, and will assemble a hemisphere-wide network of key professionals involved in implementing energy sector policy.

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

A major new activity under DT2 this year was the launch of an information technology training program aimed at increasing the supply of software developers, network administrators and other skilled technicians for Egypt's growing IT sector. A second new initiative involved MBA training for 35 young business executives through a cooperative arrangement between Cairo University and Georgia State University.

The largest single training program in the DT2 portfolio is the Master Teacher Exchange Program, which will train over 1,000 Egyptian teachers. The program combines in-country and U.S. training to raise the level of teaching proficiency throughout the Egyptian educational system.

FY 2000 also saw the graduation of the fourth cohort of mid-level managers from the Egyptian Ministry of Electricity and Energy to complete IIE's **Leadership Development Program (LDP)**. This program, sponsored by USAID, has successfully prepared a new generation of market-oriented energy professionals who are now moving into senior positions within the Egyptian electricity authorities. The LDP model has been so successful that USAID and the Egyptian government are now exploring replication in the telecommunications and education sectors.

## Opening Minds to the World Serving the Educational Community



With more than eighty years experience in promoting international study, IIE is uniquely qualified to serve as a resource for those seeking information on international education. IIE offices around the world provide the guidance of professionals who are intimately knowledgeable about U.S. higher education. The Institute's website ([www.iie.org](http://www.iie.org)) offers online program applications as well as data about international student mobility compiled by IIE's Higher Education Resources group. That data, compiled in this year's annual edition of *Open Doors 1999/2000* is available on the web at [www.opendoorsweb.org](http://www.opendoorsweb.org). Information included in *Academic Year Abroad* and *Vacation Study Abroad*, the Institute's comprehensive directories of overseas study opportunities, is now available online as "IIE Passport."

*IIE is uniquely qualified to serve as a resource for those seeking information on international education. Its website ([www.iie.org](http://www.iie.org)) offers applications for some programs and a breadth of information for those interested in studying abroad.*

IIE's Office of Professional Exchange Programs, in partnership with Tennessee Technological College and Dili-based NGO, Timor Aid, is working to re-build the primary education system of newly independent **East Timor**. This project to train K-12 teachers and school administrators is being funded through a grant from the U.S. State Department's Office of Citizen Exchanges. The first phase of the program took two Tennessee Tech rural education experts to five provincial areas of East Timor to evaluate the current state of the local education system, to conduct one-on-one training sessions designed to address major issues of concern, and to identify appropriate Timorese teachers and administrators to participate in training focussing on the importance of rural education in serving the needs of the entire community, establishing civic participation and responsibility, and curriculum development. IIE envisions this project as the beginning of a long-term commitment to building an independent and enduring educational system for all Timorese citizens.

Recognizing the increasing importance of Asia, a part of the world comprising a vast land mass and a population of billions, the Freeman Foundation supported IIE in developing **The Freeman Asia Scholarships**, which will enable U.S. students with a demonstrable financial need to study in Asia and to encourage study abroad by their peers upon their return home. This program was announced at a ceremony at IIE headquarters in New York City on November 14 as a part of the first ever Presidentially-proclaimed International Education Week.

Founded in 1975 in Florence, Italy to provide a complete study experience for students seeking excellence in studio art and liberal arts instruction at the U.S.-university level, **Studio Art Centers International** (SACI) has



become recognized as one of the leading overseas institutions offering undergraduate and graduate education in studio art, art history, art conservation and Italian language and culture. The Institute serves as SACI's American office.

Recently, SACI was awarded permission by the Ministry of Cultural and Artistic Heritage to restore six paintings in the Church of the Conservatorio di Santa Maria degli Angioli, founded almost 500 years ago. On November 21<sup>st</sup>, the chapel housing these paintings re-opened. Further recognizing its expertise in the area of art conservation, in April, two SACI faculty and five students journeyed to Cuba to join a Cuban team in restoring a 17<sup>th</sup> Century painting.

To celebrate the 75<sup>th</sup> anniversary of the German Academic Exchange Service (DAAD), the 80<sup>th</sup> anniversary of IIE, and the close collaboration between our two organizations over many years, we convened an **International Symposium on the Future of Sponsored Educational Exchanges**. Held at IIE's New York headquarters, and covered by the *Chronicle of Higher Education*, the meeting brought together 50 leading academics and exchange agency heads from Europe, North and South America, and Asia. Results of the proceedings are posted on each organization's website.

IN EAST TIMOR, YOUNG STUDENTS SUCH AS THESE WILL BENEFIT FROM IIE'S OFFICE OF PROFESSIONAL EXCHANGE PROGRAMS EFFORTS, SUPPORTED BY THE U.S. STATE DEPARTMENT'S OFFICE OF CITIZEN EXCHANGES, TO TRAIN THE TEACHERS NEEDED TO REESTABLISH THE RAVAGED EDUCATIONAL SYSTEM.



## Opening Minds to the World Serving the Business Community

**E**nsuring visionary leadership for the new century requires the identification of talented young people from around the globe. In partnership with The Goldman Sachs Foundation, IIE will conduct an annual competition at 54 of the world's leading universities to identify 100 of the most accomplished second year university students. These **Goldman Sachs Global Leaders** will receive cash awards and will participate in the annual Goldman Sachs Global Leaders Institute in New York City, which will bring them together with leading business school faculty and Goldman Sachs executives. In conjunction with this program, there will be online team projects related to international business challenges.

IIE works with a variety of other corporate partners as well, all of which support programs to encourage and reward students who will become the leaders of the technology-driven economy of the 21<sup>st</sup> century. The **Lucent Global Science Scholars Program**, carried out in partnership with the Lucent Technologies Foundation, has been renewed and expanded for the third year. IIE now manages this talent search in 21 countries around the globe. Through this program, Lucent will annually recognize over 100 high school seniors and first year university students who have demonstrated exceptional competence in science, math and technology. Students receive a financial award, participate in a weeklong program at Lucent's U.S. headquarters, and work in paid internships at Lucent facilities. IIE's New York and overseas staff, working with Fulbright Commissions in some countries, manages the international portion of this program.

In 1994, IIE and a consortium of American and European universities established the **Global Engineering Education Exchange** (Global E<sup>3</sup>). This program is designed to provide opportunities to promising young engineers for in-depth exposure to engineering education, work and research practices in other countries, and has been financed by several foundations, private corporations, and government entities. In a new agreement with IIE, ABB Inc. will become the prime corporate sponsor of Global E<sup>3</sup>. ABB-funded scholarships will be targeted to assist women engineering students to participate, encouraging diversity in this still predominantly male profession.

IIE also collaborates with corporate partners to create and manage scholarship programs for the children of their employees. **Children of Employee** (COE) scholarships can be international or domestic and usually focus on postsecondary study leading to a degree. Many companies prefer to have their COE

LUCENT SCIENCE SCHOLAR  
BOONSARN PITAKDUMRONGKIJJA  
WORKING ON ONE OF  
HIS RESEARCH PROJECTS.  
THE BANGKOK OFFICE OF IIE  
HAS ADMINISTERED THE  
LUCENT GLOBAL SCIENCE  
SCHOLARS PROGRAM,  
DESIGNED TO SEEK OUT SOME  
OF THE WORLD'S MOST  
PROMISING SCIENCE  
STUDENTS, FOR THAI  
STUDENTS SINCE 1998

programs administered by an independent organization such as IIE to relieve them of the administrative burdens of running such a program, and to assure that every scholarship competition is open and fair. A thorough understanding of the radically different educational systems of different countries enables IIE to administer these scholarship programs with meticulous attention to detail.

IIE has recently begun to administer the **GE Fund's STAR** and **ACE** Children of Employee Scholarship Program. The program, which provides grants for higher education and is open to the children of GE employees worldwide, involves the selection of some 240 awardees each year. Awards are also given to the students' secondary schools. IIE currently manages COE programs for over a dozen multinational companies.

Toyota Motor Sales, U.S.A., Inc., working in partnership with IIE, supports the **Toyota International Teachers Program** under which fifty American teachers from states where the company has operations participate in a global issues study visit to Japan. The visit highlights industry and community partnerships in education and the environment.

#### **NEW CAREER SERVICE HELPS IDENTIFY FUTURE LEADERS**

IIE, and its new Corporate Services Division, are developing a new service that will help our grantees find employment in the private, academic and non-governmental sector upon the completion of their fellowship experience. This service, **The Global Leadership Career Program**, will provide the highly talented individuals who participate in many IIE-administered programs opportunities for leadership-track positions here and abroad in important fields in the business, academic, civic and non-governmental sectors where their leadership ability and technical skills can be utilized for individual and community advantage. The initiative will also help potential employers in the public and private sectors identify highly qualified, motivated and diverse employees who can work in culturally varied situations. The Global Leadership Career Program is designed to maximize the impact of the individual and public investment in tomorrow's leaders.

## Opening Minds to the World Celebrating Leadership

# IIE

held its annual

awards dinner at The Plaza in New York City on November 30, 2000. At the dinner, the Institute recognized Secretary of the Treasury Lawrence H. Summers, and Douglas N. Daft, Chairman and Chief Executive Officer of The Coca-Cola Company. Both were awarded the Stephen P. Duggan Award for International Understanding. The award, named after the Institute's first president, is presented by the Board of Trustees to distinguished world leaders in the fields of government, education, and business in recognition of their commitment to the causes that promote mutual understanding.

*"I firmly believe that education is the single most powerful tool to improve the quality of life in every community around the world. Ideas and innovation that lead to greater success do not come from a limited vision. They come from opening our minds to new ways of thinking."*  
— Chairman and CEO of The Coca-Cola Company,  
Douglas N. Daft

*"When I was 12 years old, my father was fortunate enough to receive a Fulbright fellowship to study at the London School of Economics for a year. He and my mother and their three children spent a year in London and in traveling throughout Europe. It changed their lives, and it changed my life, and my international orientation. And what is true of us, I believe is true of the thousands of people who have benefited from these programs. Each one of these exchanges touches a large number of lives and makes a very big difference."*

— Secretary of the Treasury,  
Lawrence H. Summers



HENRY KAUFMAN PRESENTS THE DUGGAN AWARD TO SECRETARY OF THE TREASURY LAWRENCE H. SUMMERS.

DOLORES S. CROSS, PRESIDENT OF MORRIS BROWN COLLEGE AND A MEMBER OF THE IIE BOARD OF TRUSTEES, INTRODUCES DUGGAN AWARD RECIPIENT DOUGLAS N. DAFT AS THE AWARD CERTIFICATE IS PRESENTED TO HIM BY IIE CHAIRMAN HENRY KAUFMAN.



CLOCKWISE FROM TOP, LEFT:  
IIE BOARD MEMBER MARYAM ANSARY AND CHAIRMAN, HENRY KAUFMAN, CUTTING THE RIBBON OPENING THE ANSARY RECEPTION AREA; IIE EXECUTIVE VICE PRESIDENT DAVID ARNOLD WITH BOARD MEMBER ANDREW HEISKELL AND PETER ROCKEFELLER IN THE BACKGROUND; SASCHA ROCKEFELLER, MICHAEL AND STUART ROCKEFELLER AT THE DEDICATION OF THE RODMAN C. ROCKEFELLER CONFERENCE ROOM; IIE BOARD MEMBERS HENRY JARECKI AND TOM RUSSO JOIN ALLISON ROCKEFELLER; CONGRESSMAN BENJAMIN GILMAN AND IIE BOARD MEMBER TILDEN LEMELLE; IIE BOARD MEMBER FAY WATTLETON AND U.N. AMBASSADOR RICHARD C. HOLBROOKE; BOB FLYNN CONGRATULATES DR. SHOJI KIMURA; IIE BOARD MEMBERS MARIA LIVANOS CATTALUI, PETER THOMPSON, HENRIK VANDERLIP, TOM JOHNSON AND MICHEL KRUSE.



## Opening Minds to the World The Tallest Little Building on First Avenue

The Institute of International Education has occupied premises across the street from the United Nations at 809 United Nations Plaza in New York City since 1964. To enable IIE staff to more effectively and efficiently design and administer the many programs IIE manages and supports, the building has been completely remodeled over the past two years, providing modern, appropriate working space and state of the art technology. The remodeling was made possible by the generous support of a number of benefactors, including the Estate of Mary Clark Rockefeller, the family of the late IIE Board member, Rodman Clark Rockefeller, Dr. and Mrs. Shoji Kimura, Bob and Gina Flynn, and IIE Board member Maryam Ansary. United States Permanent Representative to the United Nations, Richard C. Holbrooke spoke at the rededication ceremony, as had his predecessor, UN Ambassador Adlai Stevenson, when the building was originally dedicated in 1964. Congressman Benjamin Gilman, Chairman of the House International Relations Committee also participated in the rededication ceremony.

*“To the relief of our neighbors, 809 UN Plaza casts no shadows. But it promises to have a very big impact on the landscape of this century. We are the tallest little building on First Avenue. Its contribution is already historic: on behalf of the Department of State, we have the honor to administer the largest and most significant movement of scholars across the earth since the fall of Constantinople.”*

— IIE President and CEO, Allan E. Goodman

*“While Congress generally supports greater understanding across borders it falls to the nongovernmental organizations to carry out meaningful programs. We are grateful for IIE’s years of dedication to meeting and adapting to the challenges of globalization. Well-designed exchange programs and training are clearly in our national interest. In my years of experience with our nation’s foreign policy, I see that the most enduring influence is achieved through our international exchange programs. Why is that?*

*It is because people-to-people contact – the seeing, doing and interacting – is how we learn to appreciate similarities, differences or other ways of doing things. Exchanges provide forums for new ideas, training opportunities, and the chance to build support networks.”*

— Representative, New York, 20th District,  
The Hon. Benjamin A. Gilman

# Programs and Sponsors

## PROGRAMS

*In fiscal 2000 IIE conducted 250 programs and projects in the areas listed here.*

### EDUCATIONAL EXCHANGE, TRAINING, AND TECHNICAL ASSISTANCE PROGRAMS

Agricultural/Natural Resource Management  
Arts  
Business, Trade and Economics  
Communications  
Democratic Development  
Education  
Energy/Environment  
Health  
Human Rights Staff Development  
International Relations  
Language Teaching and Assistantships  
Nongovernmental Organization Development  
Science and Technology  
Social Science  
Teacher Development – Primary and Secondary

### EDUCATIONAL SERVICES

Advising  
Conferences and Colloquia  
Publications  
Testing

### CORPORATE AND INSTITUTIONAL SERVICES

Awards Programs  
Children of Employee Scholarship Programs  
International Purchasing  
Recruitment Tools

## SPONSORS

*In fiscal 2000, IIE provided a wide range of services to and managed or administered programs for the individuals and organizations listed below. In addition to those sponsors and funders named here, IIE is deeply grateful to the 130 foreign governments and the universities across the United States that participate in and contribute to the success of the Fulbright Student Programs and Fulbright Senior Scholar Programs, along with the sponsoring agency, the U.S. Department of State. We would also like to thank the numerous universities and corporations that provided various forms of support to other programs administered by IIE in the past year.*

### U.S. PRIVATE SECTOR ORGANIZATIONS

American Airlines  
American Chambers of Commerce  
The American University  
American University in Cairo  
American Overseas Petroleum  
Anonymous  
Association for Investment Management and Research  
Association of Professional Schools of International Affairs  
AT&T (Hong Kong), Inc.  
Bell Atlantic  
Boston University  
The Carnegie Corporation of New York  
Chauncey Group

Chevron Corporation  
Chiles Foundation  
The Chubb Foundation  
Cintas Foundation  
Cisco Learning Institute  
Citibank  
Comparative and International Educational Society  
Cornell University  
Conoco  
Dallas International School  
Dole Food Company  
Dow Jones Foundation  
East West Center/Honolulu  
East West Enterprises  
Educational Testing Service  
Education International Expos, Inc.

Emory University  
Enron International, Inc.  
The Flinn Foundation  
FMC Foundation  
The Ford Foundation  
The Freedom Forum  
The Freeman Foundation  
GE Fund  
Germanistic Society of America  
GLOBAL 2000  
GlobeShaker  
The Goldman Sachs Foundation  
Vinod Gupta Foundation  
Hagler Bailly, Inc.  
Halliburton Energy Services  
Harman International  
Harsco Corporation

The William and Flora Hewlett Foundation  
The Houston Endowment  
Houston Junior Chamber of Commerce Foundation  
The James Irvine Foundation  
The Johns Hopkins University  
Johnson & Johnson  
Annette Kade Endowment  
Kraft Foods International  
Lannan Foundation  
Levi Strauss Foundation  
The Li Foundation  
Lockheed Martin International  
LSI Logic Corporation  
The Henry Luce Foundation, Inc.  
Lucent Technologies Foundation

The John D. & Catherine T. MacArthur Foundation  
 Margo Foundation  
 The John Merck Fund  
 Miami-Dade Community College, Wolfson Campus  
 The Montessori Society  
 Joyce Mertz-Gilmore Foundation  
 Morgan Stanley Dean Witter & Company  
 Newmont Mining Corporation  
 New York Community Trust  
 Nexant, Inc.  
 Northwest Airlines, Inc.  
 Bernard Osher Foundation  
 Open Society Institute  
 Overseas Courier Service  
 Pennsylvania State University  
 Pennzoil Company  
 The Pew Charitable Trusts  
 Phelps Dodge Foundation  
 Philip Morris International  
 Quadrille Ball Committee of the Germanistic Society of America  
 Raychem Corporation  
 The Rockefeller Foundation  
 Rutgers, The State University of New Jersey  
 Seagram Corporation  
 Secondary School Admission Test Board  
 The Starr Foundation (American International Group)  
 Studio Art Centers International  
 Swiss-AIT-Vietnam Management Development Programme  
 Sylvan II, B.V.  
 Techno-Serve  
 Texaco Corporation  
 Tinker Foundation  
 Toyota Motor Sales, U.S.A., Inc.  
 TRW Foundation  
 Tulane University  
 Tyco Electronics  
 UCLA  
 United Airlines  
 United Board for Christian Higher Education in Asia  
 University of Maryland, College Park  
 University of Minnesota, Twin Cities  
 University of Missouri  
 United Bible Societies  
 US Indonesia Society  
 The Versailles Foundation  
 Cynthia Warner Foundation  
 University of Washington, Seattle  
 Wells Fargo  
 Western Union/Hong Kong  
 Wildlife Conservation Society  
 World Vision  
 World Wildlife Fund

**U.S. PUBLIC SECTOR AGENCIES**  
 Education for Development and Democratic Initiatives  
 National Endowment for the Arts  
 National Institute on Drug Abuse  
 The National Science Foundation  
 US Agency for International Development  
 US Department of Defense  
 US Department of Education  
 US Department of Energy  
 US Department of State  
 US Trade and Development Agency

**FOREIGN GOVERNMENT AGENCIES**  
 CAPES - Brazilian Ministry of Education  
 Chilean Ministry of Education  
 Danida  
 Department of Agriculture – Philippines  
 Government of France  
 Government of Italy  
 Government of Japan  
 Government of Taiwan  
 Indian Ministry of Non-Conventional Energy Sources  
 Japan Intercultural Academy of Municipalities  
 Japan Ministry of Home Affairs Local Autonomy College  
 Japan Municipal Development Company  
 Ministry of Education/Argentina  
 Ministry of Education/Indonesian  
 Ministry of Education/Korea  
 Taiwan Environmental Protection Agency  
 Ministry of University Affairs/Thailand  
 Rajabhat Institute Suan Sunandha/Thailand  
 Rajamangala Institute of Technology/Thailand  
 Republic of Korea, Ministry of Government Administration  
 The Office of National Education Commission/Thailand

**OVERSEAS PRIVATE SECTOR/INTERNATIONAL ORGANIZATIONS**  
 American English Center  
 American-Indonesian Exchange Foundation  
 Anteve  
 Antorchas Foundation  
 Bunge y Borne  
 Center for International Forestry Research  
 Centro Boliviana Americano  
 Centro Internacional de Agricultura Tropical

Commission for Exchange between the US and Peru  
 Conicor – Cordoba Council for Scientific Research  
 Consejo Nacional de Ciencia y Tecnologia – Colombia  
 Consejo Nacional de Ciencia y Tecnologia/CONACYT, Mexico  
 CyberCNN.com  
 DeSa InterAmerican Foundation  
 Deutscher Akademischer Austauschdienst  
 Dian Educasindo  
 Environmental Economics Overseas Fellowship Committee  
 Fondo Nacional de las Artes - Argentina  
 Fundacion Iochpe  
 Fundacion Pedro Barrie de la Maza  
 INTA – Instituto Nacional de Tecnologia Agropecuaria  
 Instituto Brasil-Estados Unidos  
 Instituto Chileno Norteamericano de Cultura  
 Instituto Guatemalteco Americano  
 International College  
 International Council for Research in Agroforestry  
 International Education Programs  
 International Fertilizer Development Center  
 International Institute of Tropical Agriculture  
 International Livestock Research Institute  
 International Maize & Wheat Improvement Center  
 International Monetary Fund  
 International Potato Center – Peru  
 J.A.A.R.S., Inc.  
 Japan-United States Educational Commission  
 MATS International, Inc.  
 MRB International Consultants/Argentina  
 MSTri 104.4 FM  
 NACEL-Bunsai Intercultural Educational Exchange  
 Netherlands American Commission for Cultural Exchange  
 Netherlands-America Foundation  
 Royal Academy of Dramatic Art  
 Sasakawa Africa Association  
 Foundation for Scholarly Exchange/Taiwan  
 Paedagogischer Austauschdienst/Germany  
 The British Institute  
 The Committee for Capital Market Professional Standards  
 The Swedish NGO Foundation for Human Rights

Royal Academy of Dramatic Art  
 The Tokyo Foundation  
 University of Ryukyus  
 US-Mexico Commission for Educational and Cultural Exchange  
 Webber Douglas Academy of Dramatic Art  
 West Africa Rice Development Association  
 The World Bank  
 Y.P.F. – Yacimientos Petroliferos Fiscales

**INDIVIDUALS/SPECIAL FUNDS**  
 Robert Adell  
 Archibald Memorial Fund  
 Eric Bockstael  
 Fentress Bracewell  
 Estate of Marie Bruesselbach  
 Rosaline Cohn  
 Dr. Jayant K. Deshpande  
 M.S. Hann  
 Frank and Lisina Hoch  
 Mary Holland  
 Estate of Susan Sawyer Holland  
 Kenneth Holland Fund  
 Richard A. Horovitz Fund  
 Henry Kaufman  
 Colin and Brooke Lee Internship Fund  
 Raymond Lee  
 Leonora Lindsley Endowment  
 Charles D. Lusk and Marie Koupal Lusk Trust  
 Juliet Flynt Marillonnet  
 Estate of Sarah Ann Martin  
 Estate of Dr. M.S. Patel  
 Nancy Petry Scholarship Fund  
 Alice R. Pratt Internship Fund  
 Ratner Trust Fund  
 Estate of Mary Clark Rockefeller  
 Paul Seydel/Paul B. and Mildred Seydel Foundation  
 William and Tona Shepherd Fund  
 Henry D. Triantafillu  
 Michael Vinciguerra Fund  
 J. Watumull Fund  
 Louise Woods Memorial Scholarship Fund



## Regional Advisory Boards

### MIDWEST

#### CHAIRMAN

Richard A. Giesen  
*Chairman & CEO*  
*Continental Glass & Plastic, Inc.*  
*Chicago, IL*

#### VICE CHAIRMAN

Frederick A. Krehbiel  
*Chairman & CEO*  
*Molex Incorporated*  
*Lisle, IL*

#### CHAIRMAN EMERITUS

Robert D. Stuart, Jr.  
*Chairman of the Board, Retired*  
*The Quaker Oats Company*  
*Chicago, IL*

#### MEMBERS

Saul T. Caisman  
*Partner*  
*KPMG Peat Marwick, LLP*  
*Chicago, IL*

Richard J. Conviser  
*Chairman*  
*Harcourt Professional Education, Inc.*  
*Chicago, IL*

Charles Fleischmann  
*President*  
*The Fleischmann Foundation*  
*Cincinnati, OH*

Mrs. Leonard Golan  
*Lake Forest, IL*

Ronald L. Goode  
*President & CEO*  
*UNIMED*  
*Buffalo Grove, IL*

Allan E. Goodman  
*President & CEO*  
*Institute of International Education*  
*New York, NY*

Mrs. Alexander Hehmeyer  
*Founding President*  
*Sadlers Wells, U.S.A.*  
*Chicago, IL*

Christopher K. Hehmeyer  
*Managing Partner*  
*Goldenberg, Hehmeyer & Company*  
*Chicago, IL*

Philip W. Hummer  
*Partner*  
*Wayne Hummer & Company*  
*Chicago, IL*

George D. Kennedy  
*Winnetka, IL*

Noel A. Kreicker  
*President*  
*International Orientation Resources*  
*Northbrook, IL*

Benjamin F. Lenhardt, Jr.  
*President and Chief Executive Officer*  
*Brinson Partners, Inc.*  
*Chicago, IL*

Robert H. Malott  
*Retired Chairman & CEO*  
*FMC Corporation*  
*Chicago, IL*

James M. Malouff, III  
*President*  
*The Molouff Companies*  
*Kansas City, MO*

David B. Mathis  
*Chairman & CEO*  
*Kemper Insurance Companies*  
*Long Grove, IL*

Cary D. McMillan  
*Executive Vice President*  
*Sara Lee Corporation*  
*Chicago, IL*

Peter McPherson  
*President*  
*Michigan State University*  
*East Lansing, MI*

Donald L. Meier  
*Vice President*  
*Sara Lee Corporation*  
*Chicago, IL*

Thomas H. Miner  
*President*  
*T.H. Miner & Associates*  
*Chicago, IL*

David J. Paulus  
*Managing Partner*  
*World Business Chicago*  
*Chicago, IL*

Sarah Dyer Pedraza  
*Winnetka, IL*

John E. Rielly  
*President*  
*Chicago Council on Foreign Relations*  
*Chicago, IL*

Philip E. Rollhaus, Jr.  
*Chairman, President & CEO*  
*Quixote Corporation*  
*Chicago, IL*

David J. Rosso  
*Partner*  
*Jones, Day, Reavis & Pogue*  
*Chicago, IL*

Paul G. Sittenfeld  
*Managing Director*  
*Gradison-McDonald Securities*  
*Cincinnati, OH*

Roger W. Stone  
*Glencoe, IL*

Nobumasa Take  
*Chief Executive Director*  
*JETRO, Chicago*  
*Chicago, IL*

Ronald H. Zech  
*Chairman & CEO*  
*GATX Corporation*  
*Chicago, IL*

### HONORARY MEMBERS

Georgie Anne Geyer  
*Syndicated Columnist*  
*Washington, D.C.*

Frayn Utley  
*Former Director, IIE/Midwest*  
*Pomona, CA*

### SOUTHERN CHAIRMAN

George J. Donnelly  
*President & CEO*  
*San Jacinto Museum of History*  
*Houston, TX*

### MEMBERS

Ruth Burgos-Sasscer  
*Chancellor, Houston Community College*  
*System (retired)*  
*Houston, TX*

Galen Cobb  
*Director, Industry Affairs*  
*Halliburton Energy Services*  
*Houston, TX*

John P. Cogan, Jr.  
*Partner*  
*King & Spalding*  
*Houston, TX*

Maria Diamonon  
*Houston, TX*

Rodney Ellis  
*Texas State Senator, District 13*  
*Houston, TX*

*Members of the  
regional advisory  
boards are out-  
standing business,  
academic, and civic  
leaders in their  
respective regions.  
Lists include those  
members serving as  
of December 31,  
2000.*

Eva Kotite Farha  
Houston, TX

Jim Fonteno  
Commissioner, Port of Houston  
First Vice President  
PaineWebber Incorporated  
Houston, TX

Charles C. Foster  
Founding Partner  
Tindall & Foster, P.C.  
Houston, TX

Harry Gee, Jr.  
Harry Gee & Associates  
Houston, TX

Malcolm Gillis, Ph.D.  
President  
Rice University  
Houston, TX

Allan E. Goodman  
President & CEO  
Institute of International Education  
New York, NY

Shirley Wozencraft Goodwin  
Houston, TX

Carol F. Graebner  
Vice President and General Counsel  
Duke Energy International, LLC  
Houston, TX

Claudia J. Hatcher  
Houston, TX

Alfred Y.K. Hew, Jr., M.D.  
Medical Director  
Clinical Lab & Pathology Dept.  
University Hospital  
New Orleans, LA

Ned S. Holmes  
Chairman  
Parkway Investments/Texas, Inc.  
Houston, TX

Belle Johnson  
Houston, TX

Betty McDavid  
Houston, TX

Rebecca A. McDonald  
Chairman & Chief Executive Officer  
Enron Asia Pacific/Africa/China  
Houston, TX

R. E. McKee, III  
Executive Vice President  
Conoco  
Houston, TX

J. Michael Miller, C.S.B.  
President  
University of St. Thomas  
Houston, TX

Z. Gary Miller  
Dallas, TX

Martha W. Murphy  
Pass Christian, MS

Carolyn Querbes Nelson  
Managing Director  
Querbes & Nelson Insurance Agency  
Shreveport, LA

Steve Nicandros  
President  
Frontera Resources, Inc.  
Houston, TX

George Pilko  
President  
Pilko & Associates, Inc.  
Houston, TX

Paul Poullard  
Executive Vice President  
Chase  
Houston, TX

Alice R. Pratt  
Houston, TX

Walter W. Sapp  
Houston, TX

George T. Schneider, M.D.  
Ochsner Medical Institutions  
New Orleans, LA

Arthur K. Smith, Ph.D.  
Chancellor & President  
University of Houston  
Houston, TX

Mark S. Snell  
Vice President - Project Development  
BP Global Power  
Houston, TX

Shirley W. Toomim  
Vice Chairman  
Star Furniture Company  
Houston, TX

Robert W. Turner  
Partner  
Jones, Day, Reavis & Pogue  
Dallas, TX

John R. Webb  
Houston, TX

Ricardo M. Weitz  
President & General Manager  
Momentum BMW  
Houston, TX

Judith Werner  
Shreveport, LA

Bill G. W. Yee  
Director, Materials & Mechanics  
Engineering  
Pratt & Whitney  
West Palm Beach, FL

## HONORARY MEMBERS

Preston M. Bolton, F.A.I.A.  
P.M. Bolton Associates  
Houston, TX

Fentress Bracewell  
Houston, TX

Eleanor S. McCollum  
Houston, TX

Ewell E. Murphy, Jr.  
Senior Partner (retired)  
Baker & Botts, L.L.P.  
Houston, TX

Alexander F. Schilt, Ph.D.  
Professor  
University of Houston  
Houston, TX

## ROCKY MOUNTAIN CHAIRMAN

Monte Pascoe (through January 24, 2001)  
Ireland, Stapleton, Pryor & Pascoe  
Denver, CO

Don Marshall (as of January 24, 2001)  
Executive Vice President  
Wells Fargo  
Denver, CO

## MEMBERS

Mimi Affeld  
Denver, CO

A. Edgar Benton  
Partner  
Holme Roberts & Owen  
Denver, CO

Theodore A. Bickart  
Golden, CO

Terry Biddinger  
Littleton, CO

Joan H. Bristol  
Vectra Bank Colorado  
Denver, CO

Hank Brown  
President  
University of Northern Colorado  
Greeley, CO

The Honorable Keith Brown  
Edwards, CO

John Chapman  
Hailey, ID

Angel Chi  
President  
Chi Asset Management  
Denver, CO

Sheila Cleworth  
Principal  
Cleworth Associates  
Denver, CO

Lucille Echohawk  
Casey Family Foundation  
Denver, CO

Lee Palmer Everding  
Chairman and CEO  
CCA, Inc.  
Denver, CO

John E. Freyer  
President & CEO  
Land Title Guarantee Company  
Denver, CO

Allan E. Goodman  
President & CEO  
Institute of International Education  
New York, NY

James L. Hecht  
Denver, CO

Byron Hirst  
Lathrop & Rutledge  
Cheyenne, WY

Gwinavere Johnston  
Principal  
JohnstonWells Public Relations  
Denver, CO

Thomas Keesling  
President  
Travel Associates, Inc.  
Denver, CO

Georgia E. Lesh-Laurie  
Chancellor  
University of Colorado -Denver  
Denver, CO

Johnston R. Livingston  
Denver, CO

Isabel Lopez  
Principal  
Lopez Leadership Services  
Denver, CO

John W. Low  
Partner  
Sherman & Howard  
Denver, CO

Thomas E. Meade  
Principal  
Private Capital Management, Inc.  
Denver, CO

Pamela Meyers  
Denver, CO

Felicia Muftic  
Denver, CO

James Peters  
Englewood, CO

Mrs. Nicholas Petry  
Englewood, CO

Jim Polsfut  
Executive Vice President  
Horizon Guide  
Denver, CO

Daniel L. Ritchie  
*Chancellor*  
*University of Denver*  
*Denver, CO*

Mrs. John F. Roberts  
*Littleton, CO*

Frieda Sanidas  
*Dean*  
*Consular Corps of Colorado*  
*Denver, CO*

Gregory Scott  
*General Counsel*  
*Kaiser-Hill Co., LLC*  
*Rocky Flats Environmental Technical Site*  
*Golden, CO*

Steve Seifert  
*Executive Director*  
*Opera Colorado*  
*Denver, CO*

John Sevo  
*President & CEO*  
*Sevo Miller*  
*Denver, CO*

Robert E. Warren, Jr.  
*Attorney at Law*  
*Denver, CO*

The Honorable Wellington Webb  
*Mayor*  
*Denver, CO*

John G. Welles  
*Denver, CO*

Thomas Williams  
*President & CEO*  
*Mile High Properties*  
*Denver, CO*

Robert W. Williamson  
*Audit Partner*  
*KPMG Peat Marwick*  
*Denver, CO*

Albert Yates  
*President*  
*Colorado State University*  
*Fort Collins, CO*

Laurie Hirschfeld Zeller  
*Denver, CO*

## **WEST COAST CHAIRMAN**

Dan Searby  
*President*  
*MacLeod Investments, Inc.*  
*Palo Alto, CA*

## **MEMBERS**

Dr. Nancy Bekavac  
*President*  
*Scripps College*  
*Claremont, CA*

Jill Dinwiddie  
*Larkspur, CA*

Meg Franklin  
*Moraga, CA*

Dr. Allan E. Goodman  
*President & CEO*  
*Institute of International Education*  
*New York, NY*

Linda Golm  
*San Francisco, CA*

Rod Handeland  
*Managing Director*  
*CountryWatch.com*  
*San Francisco, CA*

Dr. Maurice Harari  
*Secretary General*  
*International Association of*  
*University Presidents*  
*Mountain View, CA*

Carol M. Hehmeyer  
*Assistant District Attorney*  
*San Francisco, CA*

Emily Heller  
*Tiburon, CA*

Gabriella K. Isaacson  
*Belvedere, CA*

Joseph Mandato  
*Chairman*  
*Araxsys*  
*Redwood City, CA*

Dr. Gary L. McAllister  
*Manager, Corporate Research &*  
*Development*  
*Bechtel Technology & Consulting*  
*San Francisco, CA*

Brenda Kwee McNulty  
*Vice President & Manager*  
*International Personal Banking*  
*Wells Fargo Bank*  
*San Francisco, CA*

Eric T. Miller  
*Carmel Valley, CA*

Cressey H. Nakagawa  
*Law Offices of Cressey Nakagawa*  
*San Francisco, CA*

Sue Osborn  
*Alamo, CA*

Dr. Clifford V. Smith  
*Tuscon, AZ and Corvallis, OR*

E. Erin Walsh  
*Cisco Systems*  
*San Jose, CA*

Carolyn Worth  
*Partner in Charge, Corporate*  
*Transactions*  
*KPMG Peat Marwick*  
*San Francisco, CA*

## **HONORARY MEMBERS**

Mrs. Howard Ahmanson  
*Beverly Hills, CA*

John H. Barnard  
*Orinda, CA*

Earle M. Chiles  
*President*  
*Chiles Foundation*  
*Portland, OR*

Roderick A. McManigal  
*San Francisco, CA*

Griffith Way  
*Trustee*  
*Blakemore Foundation*  
*Seattle, WA*

Wesley Witten  
*Reno, NV*

A. Lee Zeigler  
*San Francisco, CA*

## **HONORARY CHAIRMAN, CHAIRMAN'S COUNCIL**

Hon. William H. Draper, III  
*Managing Director*  
*Draper International*  
*San Francisco*

## **COUNCIL**

David A. Bossen  
*Chairman & CEO*  
*Honeywell - Measurex*  
*Cupertino, CA*

Dr. Gerhard Casper  
*President Emeritus*  
*Stanford University*  
*Stanford, CA*

William K. Coblentz  
*Partner*  
*Coblentz, Cahen, McCabe & Breyer*  
*San Francisco, CA*

David A. Coulter  
*San Francisco, CA*

Robert J. Fisher  
*Pisces Inc.*  
*San Francisco, CA*

James C. Gaither  
*Cooley Godward LLP*  
*San Francisco, CA*

Sam Ginn  
*Chairman & CEO (retired)*  
*Vodafone Group*  
*San Francisco, CA*

Richard N. Goldman  
*Chairman of the Board*  
*Goldman Insurance*  
*San Francisco, CA*

F. Warren Hellman  
*General Partner*  
*Hellman and Friedman*  
*San Francisco, CA*

Sandra L. Kurtzig  
*Sandra L. Kurtzig & Co.*  
*Menlo Park, CA*

Joan F. Lane  
*Atherton, CA*

Leo K. W. Lum  
*Director*  
*Greater Bay Bancorp*  
*San Francisco, CA*

Charles A. Lynch  
*Chairman*  
*Market Value Partners Company*  
*Menlo Park, CA*

David F. Marquardt  
*Partner*  
*August Capital*  
*Menlo Park, CA*

Linda R. Meier  
*Atherton, CA*

Gordon E. Moore  
*Chairman of the Board*  
*Intel Corporation*  
*Santa Clara, CA*

William K. Reilly  
*San Francisco, CA*

Sanford R. Robertson  
*San Francisco, CA*

Charlotte Mailliard Shultz  
*San Francisco, CA*

Hon. George P. Shultz  
*Chairman, Advisory Council*  
*Stanford University*  
*Stanford, CA*

Larry W. Sonsini  
*Partner*  
*Wilson, Sonsini, Goodrich & Rosati*  
*Palo Alto, CA*

Dr. Chang-Lin Tien  
*University Professor & NEC*  
*Distinguished Professor of Engineering*  
*University of California, Berkeley*  
*Berkeley, CA*

Dr. Alejandro Zaffaroni  
*Co-Chair & Founder*  
*ALZA Corporation*  
*Mountain View, CA*

# Giving to The Institute

*The Institute is extremely grateful for the valuable support provided by the individuals and organizations listed here. Unrestricted contributions to IIE this year provide the funds that allow us to meet critical international education needs. Also noted are those who generously contributed to the renovation of our building headquarters at 809 United Nations Plaza. Contributions listed were received October 1, 1999 - September 30, 2000.*

## CORPORATIONS

American Home Products  
Caxton Corporation  
Conoco  
The Executive Tower Inc.  
Estee Lauder Company  
ExxonMobil  
GATX Corporation  
GE Fund  
GlobeShaker  
H.E. Butt Grocery Company  
John Deere Foundation  
JohnstonWells Public Relations  
JP Morgan  
Kemper Securities Group  
Kulkoni, Inc.  
Leo Burnett International  
Mitchell Energy & Development Corporation  
National Council for International Visitors  
Noble Drilling Services, Inc.  
NOEX Energy  
Ocean Energy, Inc.  
Philip Morris Companies  
Prudential  
Randall's  
Safeway, Inc.  
Starr Foundation/AIG  
Tindall & Foster, P.C.  
Triten Corporation  
U.S. Bank  
The Williams Companies  
Xerox Corporation

## FOUNDATIONS

Sue Anschutz-Rodgers Foundation  
The Bonfils Stanton Foundation  
Colorado State University Foundation  
Delaney Foundation  
Aubrey & Sylvia Farb Philanthropic Fund of the Endowment of the Jewish Community of Houston  
Harmes C. Fishback Foundation  
Lawrence M. Gelb Foundation  
Richard & Rhoda Goldman Fund  
Goldman Sachs Foundation  
Horace W. Goldsmith Foundation  
Halliburton Foundation, Inc.  
Harris & Eliza Kempner Fund  
The Hecht Foundation  
Houston Endowment, Inc.  
Koret Foundation  
Kress Foundation  
Kunstadter Foundation  
The Lake Family Foundation

The John Loeb Foundation  
M.W. Murphy Foundation  
Milbank Memorial Fund  
Neustadt Charitable Foundation  
Oklahoma City Community Foundation  
Phelps Dodge Foundation  
Rayner Foundation  
Schlumberger Foundation, Inc.  
Shell Oil Company Foundation

## INDIVIDUALS

**GUARANTOR (\$100,000 +)**  
Maryam Ansary<sup>1</sup>  
Henry & Elaine Kaufman Foundation\*  
Estate of Sarah Ann Martin  
Estate of Mary Clark Rockefeller<sup>2</sup>

## BENEFACTOR (\$10,000 - \$99,999)

Cathleen P. Black and Thomas E. Harvey\*  
Karl G. Bottke  
Ella Cisneros\*  
Robert L. Dilenschneider\*  
Mr. & Mrs. William H. Draper, III  
Bob & Gina Flynn<sup>3</sup>  
Andrew Heiskell\*  
Dr. & Mrs. Shoji Kimura<sup>4</sup>  
David B. Mathis  
Mrs. Leonard F. McCollum  
Karlheinz Muhr\*  
Allison & Peter Rockefeller<sup>5</sup>  
Ms. Meile L. Rockefeller<sup>5</sup>  
Family of Rodman C. Rockefeller<sup>5</sup>  
Mr. Stuart A. Rockefeller<sup>5</sup>  
Tara & Michael Rockefeller<sup>5</sup>  
Cathy & Dan Searby  
Lida & Alejandro Zaffaroni

## PATRON (\$5,000 - \$9,999)

Jack & Doris Barnard  
Richard A. Bernstein\*  
Victor J. Goldberg\*  
Ruth Hinerfeld\*  
Thomas S. & Margaret Ann Johnson\*  
Mr. & Mrs. George D. Kennedy  
E. Michel Kruse\*  
Cressey H. Nakagawa  
Mr. & Mrs. Arthur C. Nielsen  
Diane J. Paton\*  
Dr. George Rupp\*  
Thomas A. Russo\*  
Henrik N. Vanderlip\*

## SUSTAINING ASSOCIATE (\$1,000 - \$4,999)

Anonymous  
Mr. & Mrs. Merv Adelson  
David & Sherry Arnold\*  
Robert Bernhard\*  
Barbara & Leslie Buckland\*  
Maria Livanos Cattau\*  
Patsy Crews  
Dr. Carolyn Denham\*  
Thomas A. Farrell\*  
Randi & Bob Fisher  
Brian D. Fitzgerald\*  
The Hon. Kenneth Franzheim II  
John Freyer  
Mr. & Mrs. Robert W. Galvin  
The Hon. Bruce Gelb\*  
Mr. & Mrs. Richard A. Giesen  
Ronald Goode  
Dr. Allan E. & Collette C. Goodman\*  
Shirley W. Goodwin  
The Hon. & Mrs. George D. Gould\*  
Mrs. Paul W. Guenzel  
Paul R. Haas\*  
Mr. & Mrs. William R. Hewlett  
James C. Hormel  
Mr. & Mrs. Richard J. V. Johnson  
Tom Keesling  
Anoush Khoshkish\*  
Joan Kirkpatrick  
The Hon. Henry A. Kissinger\*  
Alex Lari\*  
Richard A. Lenon  
John S. Lillard\*  
Lt. Col. Elbert W. Link & Ann Link  
Mr. & Mrs. Edmund W. Littlefield  
Jean B. Mahoney\*  
Peter L. Malkin\*  
Robert H. Malott  
Mr. & Mrs. Gene E. McDavid  
Madeline H. McWhinney\*  
Martin Meyerson\*  
Z. Gary Miller  
Martha Murphy  
James Nelson  
Gordon Parker  
David J. Paulus  
Alice R. Pratt  
Dan Ritchie

<sup>1</sup> The Nina and Nader Ansary Reception Area

<sup>2</sup> The Mary Clark Rockefeller Board Suite

<sup>3</sup> The Bob and Gina Flynn Conference Room

<sup>4</sup> The Dr. and Mrs. Shoji Kimura Conference Room

<sup>5</sup> The Rodman Clark Rockefeller Conference Room

Arthur & Toni Rock  
 David J. Rosso  
 Walter W. Sapp  
 John Sevo  
 Ann C. Stephens  
 Mr. & Mrs. Thomas F. Stephenson  
 Mr. & Mrs. Roger W. Stone  
 Robert D. Stuart, Jr.  
 Peter R. Thompson\*  
 Stephen Van Besien\*  
 A.W.B. Vincent  
 The Hon. Paul A. Volcker\*  
 John Webb  
 John and Barbara Welles  
 Mr. & Mrs. Ronald Zech  
 Mr. & Mrs. A. Lee Zeigler

#### SUPPORTER (\$100-\$999)

Eva Auchincloss  
 Kenneth Barley  
 A. Edgar Benton  
 William L. Bernhard  
 Theodore Bickart  
 John Biddinger  
 John F. Bookout  
 William B. Bowers  
 Dr. Albert H. Bowker  
 George Brewster  
 Magrit Brinker  
 David G. Budinger  
 John & Ellen Buzbee  
 Reynolds Cannon  
 Mariam K. Chamberlain  
 William Collister  
 Mr. & Mrs. Michael P. Companion  
 Mr. & Mrs. William Corvin  
 Andrea Danforth  
 Howard Dodson  
 Helga T. Donnelley  
 Rebecca Draper  
 Norman Duncan  
 Mr. & Mrs. Anthony Ellis  
 Robert Estill  
 Philip Evans  
 Lawrence Fain  
 Mr. & Mrs. Gilbert Fauteux  
 Garth Flora  
 Meg Franklin  
 William B. Frost  
 Harry Gee, Jr.  
 Fred Gellert, Jr.  
 Nancy Gidwitz  
 Milton & Shirley Glaser  
 Mr. & Mrs. Werner Goldsmith  
 Mr. & Mrs. Richard W. Goss, II  
 Harry E. Gould  
 Melanie Grant  
 Carol & Henry Groppe

Alice & Robert Guild  
 Carol & Maurice Harari  
 Mr. & Mrs. Albert M. Hayes  
 Mr. & Mrs. Laurin H. Healy  
 Carol M. Hehmeyer  
 Mr. & Mrs. Robert Heller  
 Alfred Hew  
 Mr. & Mrs. Robert Hinds  
 Leonard C. Hirsch  
 Byron Hirst  
 Edward Honnen  
 Mr. & Mrs. Robert C. Howard  
 John Howell  
 Patricia J. Hunt  
 Carolyne Hyde  
 Glenn and Gabriella Isaacson  
 Mrs. Charles Jackson  
 Franklin P. Johnson  
 Robert L. Katz  
 Takeyoshi Kawaguchi  
 Alison Kerester  
 Anne Kinder  
 Kenneth P. Kinney  
 Norman Kinsey  
 James Kneser  
 Ray Kogovsek  
 Ruth C. Lakeway  
 Gaylord Layton  
 Mary Lee  
 Dr. Tilden J. LeMelle  
 Georgia Lesh-Laurie  
 Mr. & Mrs. Robert E. Lewis  
 John Lohre  
 Isabel Lopez  
 Mr. & Mrs. James J. Ludwig  
 Mr. & Mrs. Charles A. Lynch  
 Kirkpatrick MacDonald  
 Richard C. Mark  
 Mr. & Mrs. Frank D. Mayer, Jr.  
 Mr. & Mrs. Hugh McDowell  
 George McElroy  
 The Hon. Donald F. McHenry  
 Pamela Meyers  
 Eric & Sue Miller  
 Makoto Mizutani  
 J.C. Moos  
 Mr. & Mrs. Norman Morse  
 Sherry L. Mueller  
 Mr. & Mrs. Richard Mullineaux  
 Kimi Narita  
 Betty Naugle  
 Alice & Fred Netter  
 Mr. & Mrs. Roy C. Nordman  
 Dr. L. Jay Oliva  
 Mark O'Regan  
 Robert Payne  
 Sarah Dyer Pedraza  
 James S. and Margaret L. Peters

Leland Phelps  
 Edward Pierson  
 Mrs. John A. Pope  
 M. Allen Reagan  
 Robert Rich  
 John E. Rielly  
 Frank Robinson  
 B.T. Rocca  
 Mr. & Mrs. Ronald G. Rohde  
 Clive Runnels  
 Frieda Sanidas  
 Alex Schilt  
 Elaine & Edmund Schroeder  
 James H. Schwabacher  
 Stephen Seifert  
 Edwin A. Seipp, Jr.  
 Mr. & Mrs. Robert P. Shay  
 The Hon. Paul Simon  
 Mr. & Mrs. Paul G. Sittenfeld  
 Pat Somerville  
 Mr. & Mrs. Richard C. Starratt  
 Marilyn Stein  
 Frances M. Stolar  
 John Sweeney  
 Susan Taha  
 Peter Tarnoff  
 Dr. & Mrs. Peter Thompson  
 Mary C. Tiedemann  
 George Trescher  
 Halina S. Turner  
 Katherine Tyrrell  
 Nancy and Sidney Unobskey  
 Mr. and Mrs. John C. Van Aken  
 Alberto Vitale  
 Faye Wattleton  
 Griffith Way  
 Jonathan M. Weld  
 Carole Whitehill  
 Robert Williamson  
 Dr. Bronislaw T. Wisniewski  
 Jane Withers  
 The Hon. Milton A. Wolf  
 Arthur M. Wood  
 Marion Worthington

\* Represents members of the President's Circle in New York City

## SPECIAL EVENTS

### NEW YORK ANNUAL AWARDS DINNER

*IIE held its annual awards dinner at The Plaza in New York on November 30, 2000. The Institute presented its Stephen P. Duggan Award for International Understanding to The Honorable Lawrence H. Summers, Secretary of the Treasury and Douglas N. Daft, Chairman and Chief Executive Officer of The Coca-Cola Company. The honorees were introduced by Citigroup Vice Chairman William R. Rhodes and Morris Brown College President Dolores E. Cross. CBS News correspondent Martha Teichner was the Master of Ceremonies. Fulbright student musicians Bronwen Forbay, from South Africa, and Monique de Mattina, from Australia, performed at the Gala event.*

### CO-CHAIRMEN

Henry Kaufman  
*President, Henry Kaufman & Company*  
 Richard S. Fuld  
*Chairman and CEO, Lehman Brothers*

### VICE CHAIRMEN

Anonymous  
 Ella Cisneros  
 Freddie Mac  
 Henry & Elaine Kaufman Foundation  
 Richard S. Fuld/Lehman Brothers  
 Robert C. Pozen/Fidelity Investments  
 William R. Rhodes/Citigroup  
 Thomas A. Russo  
 Carl Ware

### ASSOCIATE CHAIRMEN

Arthur Andersen LLP  
 Bloomberg  
 Fentress Bracewell  
 Brown & Wood LLP  
 Cadwalader, Wickersham & Taft  
 Cleary, Gottlieb, Steen & Hamilton  
 Stephen J. Dannhauser/Weil Gotshal & Manges LLP  
 Robert L. Dilenschneider  
 Ernst & Young LLP  
 Victor J. Goldberg  
 Cathleen P. Black and Thomas E. Harvey  
 Mr. and Mrs. Andrew Heiskell  
 Thomas S. Johnson  
 Magna International  
 Karlheinz Muhr  
 The New York Times Company  
 Dr. and Mrs. David Paton

Simpson Thacher & Bartlett  
 Skadden, Arps, Slate, Meagher & Flom  
 LLP  
 Peter R. Thompson  
 Universal McCann  
 Henrik N. Vanderlip

**BENEFACTORS**

ABB Inc.  
 Richard I. Beattie  
 William R. Berkley  
 Mr. and Mrs. Samuel C. Butler, Esq.  
 Cravath, Swaine & Moore  
 Joan and Joseph Cullman  
 Carolyn and Robert Denham  
 George M.C. Fisher  
 Dr. Henry A. Kissinger  
 Lucent Technologies  
 Jean B. Mahoney  
 The Lizabeth and Frank Newman  
 Charitable Foundation  
 The Jim and Linda Robinson Foundation  
 Mr. and Mrs. Arthur Ross

**PATRONS**

Maryam Ansary  
 Maria Livanos Cattai  
 Dr. Allan E. & Colette C. Goodman  
 Dina Merrill and Ted Hartley  
 Hills & Company  
 Ruth and Norman Hinerfeld  
 George S. Kaufman  
 Steven J. Kumin  
 Arthur L. Loeb  
 William C. Mattison, Jr.  
 Madeline McWhinney  
 Anna Moffo  
 John D. Negroponte  
 Jed Petric/The WB Network  
 Allison Whipple Rockefeller and  
 Peter C. Rockefeller  
 Nancy and George Rupp  
 Maurice Tempelsman  
 Mary C. Tiedemann  
 The Hon. Paul A. Volcker  
 Faye Wattleton  
 Mr. and Mrs. Ezra K. Zilkha

**DENVER  
 DIPLOMATS BALL 2000**

*In 2000, the IIE Rocky Mountain  
 Regional Center hosted its second  
 Diplomats Ball to raise funds for the  
 Center's operations and to fund a study  
 abroad scholarship named for the  
 Consular Corps of Colorado. Diplomats  
 representing 35 countries were in atten-  
 dance. Dignitaries included the former*

*prime ministers of Mongolia and New  
 Zealand, along with the Ambassadors  
 from Croatia, Finland and Guatemala. An  
 expanded Ambassador Host Committee  
 and the Council of American  
 Ambassadors, both chaired by  
 Ambassador Keith Brown, lent support  
 to the Ball. The Master of Ceremonies  
 for the evening was William Hybl,  
 Chairman and President of the United  
 States Olympic Committee. International  
 entertainment representing four cultures  
 was organized by Opera Colorado  
 Director Stephen Seifert. The General  
 Committee was chaired by Colorado  
 Consular Corps Dean Frieda Sanidas.  
 The event was held on October 6, 2000  
 at the downtown Hyatt Hotel in Denver.*

**GLOBAL SPONSORS**

TIAA-CREF  
 Wells Fargo  
 Denver  
 Denver International Airport

**GOLD SPONSORS**

CH2MHill  
 CIBER, Inc.  
 Mayor's Office of Economic Development  
 and International Trade  
 Mrs. Nicholas Petry  
 Denver Post  
 StorageTek  
 University of Denver

**SILVER SPONSORS**

The Gates Corporation  
 Starz Encore Group, LLC

**BRONZE SPONSORS**

Chi Global Asset Management  
 Hall & Evans  
 Holme Roberts & Owen, LLP  
 Ireland, Stapleton, Pryor, and Pascoe  
 Land Title Guarantee Company  
 Rothgerber Johnson & Lyons  
 Sevo Miller Inc.  
 University of Colorado at Denver  
 Vectra Bank  
 Robert. E. Warren, Attorney at Law

**PATRON SPONSORS AND  
 HOSTED TABLES**

Consul Frieda Sanidas  
 Ambassador and Mrs. Keith Brown  
 Mr. & Mrs. Charles Cleworth  
 Dr. F. Aubrey Copeland  
 Council of American Ambassadors

Peter & Dee Dee Decker  
 Tai-Dan and Ding-Wen Hsu  
 Bill Jackson  
 Mrs. Pamela Meyers  
 Dr. Michael & Felicia Muftic  
 Leonard & Alice Perlmutter  
 Dr. & Mrs. John Roberts  
 Mr. & Mrs. James Sherbert  
 Consul & Mrs. Arnold Wegher  
 University of Wyoming

**DONATIONS-IN-KIND**

George Washington High School,  
 Suzanne Geimer  
 International Baccalaureate Program  
 Dan Hiester  
 Robert Rich  
 Songs Across The Sea, Inc.  
 Young Music Ambassadors -  
 Joya Wonderlight, Director  
 US West Foundation

**SUPPORTERS**

Dr. Jonathan Adelman  
 Mr. And Mrs. Bruce Alexander  
 Consul Maria and Mr. Clay Allen  
 Dr. & Mrs. G.E. (Bill) Aragon  
 Mr. And Mrs. Harry L. Arkin  
 Samuel P. Arnold  
 Aurora Econ. Development Council  
 Dr. and Mrs. John Biddinger  
 William W. and Martha Burson  
 Margaret Cary  
 Lucille Cates  
 CERIC, Inc.  
 Mr. & Mrs. Young Cho  
 Mr. & Mrs. Chung K. Cho  
 Mr. & Mrs. Vincent Chung  
 Robert and Teresa Clark  
 Monty Cleworth  
 Colorado College  
 Dr. John Cooney  
 Marty and Joe Davis  
 Consul Caterina Noya de Palma & Mike  
 de Palma  
 Denver Metro Chamber of Commerce  
 Philippe and Cynthia Dunoyer  
 Lee Palmer Everding  
 Dave Ferrill  
 Robert P. Fullerton and Beverlee Henry  
 Richard Garcia  
 Ruth Glick  
 Mr. And Mrs. Emil Gold  
 Melanie Grant  
 Peter and Rhonda Grant  
 Jack Grynberg  
 Adrienne B. Hayden  
 Honora Hinton

Elsa Holguin & Mike Glade  
 Douglas Jackson  
 Suzanne E. Jalbert  
 JETRO DENVER  
 Gwin Johnston & Don Cannalte  
 Charles and Ursula Kafadar  
 Tom Keesling  
 Ron King  
 KPMG  
 Jacqueline A. Lamb  
 Dennis Law, M.D.  
 Mr. And Mrs. Jeffrey Lee  
 Isabel O. Lopez  
 John and Merry Low  
 Simon Luciow  
 Amb. Patricia Gates Lynch  
 Dr. & Mrs. Gilbert Maestas  
 Jeanne G. Mammel  
 Thomas E. Meade  
 Eugene F. Megesy  
 Steven W. Newell, M.D.  
 Luke and Nina O'Kelley  
 Monte Pascoe  
 Jim Polsfut  
 Mr. And Mrs. James Puljun  
 Jerry and Roma Rehkow  
 Jim and Maureen Reis  
 Consul Donald W. Ringsby  
 Richard Rocha  
 Karl W. Schmidt & Paula Politsky  
 Zoraide Noya Scordo  
 Stephen W. Seifert  
 Consul Nanna Nielsen Smith and Dr.  
 Richard Smith  
 Phillip and Alberte Spencer  
 Mr. & Mrs. Alberto Stapleton  
 Tanya and Wilfried Streicher  
 Strings Restaurant  
 Ambassador Robert D Stuart, Jr.  
 Mr. and Mrs. Alan Terry  
 Uta Trabant  
 Bronwen Turner  
 University of Colorado  
 Gerald Van Eckhout  
 Jacques Wagner  
 Wagner Equipment  
 Wagner Investment Management  
 John and Kitty Wason  
 John and Barbara Welles  
 Mr. and Mrs. Tracy Wilkes  
 Herbert and Sandra Wittow  
 Les and Marianne Woodward  
 Dennis Wroblewski  
 Laurie and Marty Zeller  
 Mr. and Mrs. Z.A. Zudyk



## SOUTHERN

### 2000 ANNUAL LUNCHEON

The IIE Southern Regional Center hosted its 47th Annual Luncheon on May 11 at the Westin Galleria Hotel. The luncheon honors volunteers and corporate supporters.

### VOLUNTEER OF THE YEAR

George J. Donnelly

### CORPORATE AMBASSADOR OF THE YEAR

Conoco

### GUEST SPEAKER

The Honorable Donald F. McHenry  
U.S. Ambassador to the United Nations,  
1979-81

### HONORARY LUNCHEON CHAIR

Mrs. Leonard F. McCollum

### MASTER OF CEREMONIES

John P. Cogan, Jr.  
*Partner*  
*King & Spalding*

### PATRON TABLES

Chase Bank  
Conoco  
ExxonMobil  
Houston Chronicle  
Port of Houston Authority  
Mr. and Mrs. Richard J.V. Johnson  
Mrs. Leonard F. Collum  
Mr. and Mrs. David Toomim

### FRIEND TABLES

Rice University  
Riviana Foods, Inc.  
Keith Todd

### HOUSTON GALA

IIE/Southern Regional Center honored Canada in its 24th Festival of Nations Gala September 23, 2000 at the Westin Galleria Hotel. A lecture series focusing on Canadian issues was held in conjunction with the festival; the series was sponsored by BP and the University of St. Thomas.

### GALA CHAIR

Mark S. Snell

### GUEST OF HONOR

The Honorable John Morrow  
*Acting Consul General of Canada*

### GRAND PATRONS

BP  
Conoco

### PATRON

Air Canada/Canadian Airlines

### SPONSOR

ExxonMobil

### DONORS

Houston Chronicle  
University of Houston  
King & Spalding  
Mrs. Leonard F. McCollum  
Port of Houston Authority  
Rice University

### FRIENDS

Baker & Botts L.L.P.  
Baker Hughes  
Chase  
Dr. and Mrs. James Diamonon  
Halliburton Company  
Mr. and Mrs. Richard J.V. Johnson  
Mr. and Mrs. Gene E. McDavid  
Riviana Foods, Inc.  
Mr. and Mrs. David Toomim

### TABLE HOSTS

Harry Gee & Associates/ First Born Investments  
Houston Community College System  
Mr. and Mrs. Robert C. Howard  
Mrs. Alice R. Pratt  
Mrs. Halina S. Turner

### CONTRIBUTORS

Apache Oil  
Arthur Andersen  
Dr. and Mrs. Philip Bentlif  
Ms. Alice May Berthelsen  
Fiesta Mart, Inc.  
Mrs. Frances Harmon  
Claudia Hatcher  
Ned Holmes  
Lukens Consulting Group, Inc.  
Mr. and Mrs. Peter Peropolous  
Mr. and Mrs. Tom K. Rodgers  
Dr. and Mrs. Peter Thompson  
Mr. and Mrs. Lovell Watts  
Dr. and Mrs. David Werner

### FULBRIGHT CUP

IIE/Southern regional center hosted its second annual Fulbright Cup Tennis Tournament at Rice University on May 6, 2000. A reception for players and sponsors was held May 5 at Rice's James A. Baker Institute for Public Policy. The tournament proceeds provide scholarships to international Fulbright students in the Southern Region.

### CHAIRS

Eva Farha  
Joe Santamaria

### TOURNAMENT DIRECTOR

Shaheen Ladhani  
Rice University

### UNDERWRITERS

#### Titanium

Levant Foundation  
The Wedge Group

#### Platinum

Trip.net

#### Silver

Santamaria-Cox Family Fund, Greater Houston Community Foundation  
Mr. and Mrs. Milad Nassar  
The Frank Richardson Family Foundation  
Mr. and Mrs. Hani Qattan  
Mrs. Sima Sawaf

#### Bronze

Mrs. Eva Farha  
Dr. Salah Ghorbial  
Dr. John Goosey  
Mr. and Mrs. David B. Megna  
Dr. Michael W. Stavinoha  
Dr. Edward C. Wade  
Westside Lexus

### IN-KIND CONTRIBUTORS

Conoco  
Continental Airlines  
Rice University  
United States Tennis Association

### CHICAGO GALA 2000:

#### An Evening with Robert W. Galvin

The IIE Midwest Regional Center Benefit Dinner featured Mr. Robert W. Galvin, Chairman of the Executive Committee of Motorola, Inc., on April 26 2000 at the Four Seasons Hotel, Chicago.

### BENEFACTORS

(\$10,000 & ABOVE)

Mr. & Mrs. George D. Kennedy  
Frederick A. Krehbiel,  
*Molex Incorporated*

### PATRONS

(\$5,000 - \$9,999)

Baxter International  
Saul T. Caisman, *KPMG, LLP*  
The Fort James Foundation  
GATX Corporation  
Mr. & Mrs. Richard A. Giesen  
Goldenberg, Hehmeyer and Co.  
Mr. and Mrs. Christopher K. Hehmeyer  
David B. Mathis, *Kemper Insurance Companies*  
David J. Rosso, *Jones, Day, Reavis & Pogue*  
Patrick G. Ryan, *Aon Corporation*  
Sara Lee Corporation  
Smurfit-Stone Container Corporation  
Robert D. Stuart, Jr.

### SUSTAINING ASSOCIATES

(\$1,000 - \$4,999)

Anonymous  
Donald L. Asher  
Brunswick Corporation  
CNA Foundation  
Rosaline Cohn  
The Crown Family  
The Duchossois Family Foundation  
Daniel J. Edelman  
William Foote, *USG Coporation*  
Robert H. Forney, *Chicago Stock Exchange*  
Ronald L. Goode  
Mr. & Mrs. Philip W. Hummer  
Mr. & Mrs. Edgar D. Jannotta  
Garrett B. Johnson  
Kirkland & Ellis  
LaSalle National Bank  
Mr. & Mrs. Leonard H. Lavin, *Alberto Culver Company*  
Benjamin F. Lenhardt, Jr.  
Robert H. Malott  
Robert S. Murley, *Credit Suisse First Boston Corporation*  
Alan G. McNally, *Harris Bank*  
Arthur C. Nielsen, Jr.  
Mark L. Noetzel, *BP Amoco Chemicals*  
Northern Trust Company  
David J. Paulus  
Mr. and Mrs. Robert J. Pigott  
Sam Scott, *Corn Products International*  
Mr. & Mrs. M.A. Self

Roger W. Stone  
 Jayne Thompson, *The Dilenschneider Group, Inc.*  
 William Blair & Co.  
 David F. Work

**SUPPORTERS  
 (UP TO \$999)**

Mr. & Mrs. Walter R. Bloch  
 Mr. & Mrs. Charles M. Brennan, III,  
*The CMB Foundation*  
 Gardner, Carton & Douglas  
 J. Douglas Gray  
 Mr. & Mrs. John F. Hartray, Jr.  
 Laurin Healy  
 Mrs. Alexander F. Hehmeyer  
 The Hunckler Family Foundation  
 Mr. & Mrs. Kenneth J. James  
 Arthur L. Kelly  
 Mary Anne Kirchschrager  
 Noel Kreicker, *International Orientation Services*  
 Jerry Manne  
 Mr. & Mrs. Robert J. McMenamin  
 Thomas Miner, *Mid-America Committee*  
 Mr. & Mrs. W.W. Mojden  
 Joan E. O'Malley  
 Sarah Dyer Pedraza  
 Mr. & Mrs. Robert C. Preble, Jr.  
 John E. Rielly  
 Mr. John W. Rogers, Jr., *Ariel Capital Management, Inc.*  
 Norman Ross  
 Paul G. Sittenfeld  
 Wallace J. Stenhouse, Jr.  
 Stuart Symington, Jr.  
 Frayn Utley

**WEST COAST  
 IIE WEST COAST ANNUAL  
 DISTINGUISHED SERVICE  
 AWARDS DINNER**

*At its most successful ever Annual Dinner on November 1, 2000 IIE West Coast honored Carly Fiorina, Chairman, CEO, and President of Hewlett-Packard Company with its Distinguished Service Award. The festive evening was an opportunity to acknowledge Hewlett-Packard's remarkable role in expanding the possibilities of the information age while at the same time reaffirming the importance of international education.*

**HONORARY CO-CHAIRS**

Pauline L. Alker  
 Jack and Doris Barnard  
 Ned Barnholt  
 Carol Bartz  
 Radha R. Basu  
 Susan K. Black  
 Earle M. Chiles  
 Mary Jean Connors  
 Gary Conway  
 Mary Cranston  
 David Demarest  
 Hon. William H. Draper, III  
 John M. Duff, Jr.  
 J. Stuart Francis  
 Richard N. Goldman  
 Robert Heller  
 Howard Hoover  
 Franklin P. Johnson, Jr.  
 Katherine Leary  
 Dr. Gary L. McAllister  
 Jim and Becky Morgan  
 John P. Morgridge  
 Cressey H. Nakagawa  
 John F. Nicolai  
 Paul Otellini  
 Lew Platt  
 Frank Quattrone  
 Hal Riney  
 Cathy and Dan Searby  
 George P. Shultz  
 Pat Woertz  
 Carolyn Worth  
 Lida and Alejandro Zaffaroni

**HONORARY DINNER  
 COMMITTEE**

George Brewster  
 Jill Dinwiddie and Bernie Hargadon  
 Dixon and Carol Doll  
 Bruce Donnell  
 Dr. Carl Djerassi  
 Patricia C. Dunn  
 Linda and Lou Golm  
 George N. Hale, Jr.  
 Rod and P.J. Handeland  
 Dr. Maurice Harari  
 Richard Heggie  
 Carol and Alexander Hehmeyer  
 Glenn and Gabriella Isaacson  
 Ishiyama Corporation  
 Ann Kerr  
 Mr. and Mrs. Edmund W. Littlefield  
 James and Eileen Ludwig  
 Joe and Elizabeth Mandato  
 Eric and Sue Miller  
 Patrick Nickels  
 Sue and Norm Osborn

Patrick O'Heffernan  
 Mr. and Mrs. Charles Schwab  
 Ann C. Stephens  
 Meredith Tennent  
 Erin Walsh  
 Griffith Way  
 Ann Witter  
 Carl and Adele Zachrisson

**LEADERSHIP CIRCLE**

Lida and Alejandro Zaffaroni  
 Cisco Systems

**BENEFACTOR CIRCLE**

Applied Materials, Inc.  
 Asset Management Company  
 Chevron  
 Credit Suisse First Boston Technology Group  
 Draper International  
 Intel Corporation  
 Mid-Peninsula Bank  
 Palo Alto Staffing Services  
 Publicis & Hal Riney  
 Wells Fargo

**PATRON CIRCLE**

Agilent Technologies  
 Autodesk, Inc.  
 Bank of America  
 Lehman Brothers  
 Pensare, Inc.  
 Pillsbury Madison & Sutro LLP  
 Support.com  
 VISA International

**SPONSOR CIRCLE**

Amplify.net, Inc.  
 Bechtel National, Inc.  
 Chiles Foundation  
 Deloitte & Touche LLP  
 Duff Ackerman Goodrich  
 Ernst & Young LLP  
 Fair, Isaac & Company, Inc.  
 Kendall-Jackson Wine Estates (*donation of wine*)  
 Knight Ridder, Inc.  
 KPMG  
 Sand Hill Advisors



## Financial Statements

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 ACTIVITIES** 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](http://www.iiepassport.org)) and provides information on international study through its website ([www.iie.org](http://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.

**SUPPORTING SERVICES** 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.

*IIE's financial statements are audited on an annual basis by Arthur Andersen LLP.*

*The Statements of Financial Position, as of September 30, 2000, and the related Statement of Activities for the year ended September 30, 2000 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.*

### STATEMENT OF FINANCIAL POSITION

AS OF SEPTEMBER 30, 2000 WITH COMPARATIVE TOTALS AS OF SEPTEMBER 30, 1999

	2000	1999
<b>ASSETS:</b>		
Cash	\$ 7,532,721	\$ 5,419,957
Reimbursable expenditures under contracts in progress, net	9,641,286	11,498,823
Contributions receivable	3,675,858	2,477,345
Investments, at market value	54,675,050	49,509,444
Prepaid expenses and other assets	2,050,185	1,152,953
Furniture, equipment and leasehold improvements, net	9,360,397	2,539,411
Total assets	<u>\$ 86,935,497</u>	<u>\$ 72,597,933</u>
<b>LIABILITIES AND NET ASSETS</b>		
<b>LIABILITIES:</b>		
Accounts payable and accrued expenses	\$ 8,197,541	\$ 6,371,554
Deferred income	10,712,370	11,779,539
Sponsored funds received in advance	9,577,180	10,943,901
Total liabilities	<u>\$ 28,487,091</u>	<u>\$ 29,094,994</u>
<b>COMMITMENTS AND CONTINGENCIES</b>		
<b>NET ASSETS:</b>		
Unrestricted	8,682,766	11,256,149
Property and equipment	9,360,397	2,539,411
Total unrestricted net assets	18,043,163	13,795,560
Temporarily restricted	35,500,666	25,613,991
Permanently restricted	4,904,577	4,093,388
Total net assets	<u>58,448,406</u>	<u>43,502,939</u>
Total liabilities and net assets	<u>\$ 86,935,497</u>	<u>\$ 72,597,933</u>

**STATEMENT OF ACTIVITIES**

 FOR THE YEAR ENDED SEPTEMBER 30, 2000 WITH COMPARATIVE  
 TOTALS FOR THE YEAR ENDED SEPTEMBER 30, 1999

	2000			1999	
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Total
<b>REVENUES:</b>					
<b>Sponsored programs</b>	\$129,034,076	-	-	\$129,034,076	\$116,853,051
<b>Contributions</b>	1,420,086	\$ 11,062,081	\$ 757,368	13,239,535	2,914,211
<b>Investment income</b>	2,594,013	451,005	31,185	3,076,203	4,760,336
<b>Unrealized appreciation (depreciation) in fair market value of investments</b>	2,084,262	822,630	-	2,906,892	(1,445,787)
<b>Net rental loss</b>	-	-	-	-	(31,168)
<b>Sales of publications</b>	185,722	-	-	185,722	544,133
<b>Special events-</b>					
Contributions	1,609,472	-	-	1,609,472	861,201
Direct costs	(56,592)	-	-	(56,592)	(118,782)
Net revenues from special events	<u>1,552,880</u>	<u>-</u>	<u>-</u>	<u>1,552,880</u>	<u>742,419</u>
<b>Membership fees</b>	304,136	-	-	304,136	310,725
<b>Other revenues</b>	1,315,134	-	22,636	1,337,770	101,104
Total revenues	138,490,309	12,335,716	811,189	151,637,214	124,749,024
Net assets released from restrictions	-	-	-	-	-
Satisfaction of program restrictions	<u>2,449,041</u>	<u>(2,449,041)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total revenues and net assets released from restrictions	<u>140,939,350</u>	<u>9,886,675</u>	<u>811,189</u>	<u>151,637,214</u>	<u>124,749,024</u>
<b>EXPENSES:</b>					
<b>Sponsored programs-</b>					
International exchange of students and scholars	115,716,392	-	-	115,716,392	106,884,514
Development training and assistance	5,638,446	-	-	5,638,446	5,955,729
Short-term international visitors	4,148,191	-	-	4,148,191	5,226,876
Educational services	3,833,351	-	-	3,833,351	3,793,771
Total sponsored programs	<u>129,336,380</u>	<u>-</u>	<u>-</u>	<u>129,336,380</u>	<u>121,860,890</u>
<b>Institute, educational and information services-</b>					
Research, publications, student activities and information services	1,150,138	-	-	1,150,138	1,205,999
Overseas and regional office activities	617,540	-	-	617,540	606,891
Total Institute, educational and information services	<u>1,767,678</u>	<u>-</u>	<u>-</u>	<u>1,767,678</u>	<u>1,812,890</u>
Total program services	<u>131,104,058</u>	<u>-</u>	<u>-</u>	<u>131,104,058</u>	<u>123,673,780</u>
<b>Supporting services-</b>					
Management and general	3,801,399	-	-	3,801,399	4,880,132
Fund-raising	711,981	-	-	711,981	1,255,016
Program development	898,134	-	-	898,134	896,073
Total supporting services	<u>5,411,514</u>	<u>-</u>	<u>-</u>	<u>5,411,514</u>	<u>7,031,221</u>
<b>Volunteer service/in-kind contribution expense</b>	176,175	-	-	176,175	120,044
Total expenses	136,691,747	-	-	136,691,747	130,825,045
Increase (decrease) in net assets before unusual item	<u>4,247,603</u>	<u>9,886,675</u>	<u>811,189</u>	<u>14,945,467</u>	<u>(6,076,021)</u>
<b>UNUSUAL ITEM - GAIN ON SALE OF BUILDING, net</b>	-	-	-	-	7,960,487
Increase in net assets	<u>4,247,603</u>	<u>9,886,675</u>	<u>811,189</u>	<u>14,945,467</u>	<u>1,884,466</u>
<b>NET ASSETS, beginning of year</b>	13,795,560	25,613,991	4,093,388	43,502,939	41,618,473
<b>NET ASSETS, end of year</b>	<u>\$ 18,043,163</u>	<u>\$ 35,500,666</u>	<u>\$ 4,904,577</u>	<u>\$ 58,448,406</u>	<u>\$ 43,502,939</u>

## SENIOR MANAGEMENT GROUP

Allan E. Goodman  
*President and Chief Executive Officer*

David D. Arnold  
*Executive Vice President and Chief Operating Officer*

Peggy Blumenthal  
*Vice President, Educational Services*

Thomas Farrell  
*Vice President, Exchange Programs and Regional Services*

James Lapple  
*Vice President, Finance and Administration*

Patti McGill Peterson  
*Vice President and Executive Director, Council for International Exchange of Scholars*

Thomas E. Harvey  
*Senior Counsel for Governmental Affairs*

Carol Meadows  
*Deputy Vice President*

Polly Donaldson  
*Director, Program Development*

Ahmad Ghamarian  
*Director, The Energy Group*

Julian Johnson  
*Director, Development*

Joan Wall  
*Director, Human Resources*

## DIVISION/PROGRAM DIRECTORS

Alan Adelman  
*IIE/Latin America*

Irid Agoes  
*Indonesian International Education Foundation/Indonesia*

Leslie Anderson  
*US Career Development Programs*

Jack Simpson Bailey  
*Acting Director IIE/Vietnam*

Ellen S. Barclay  
*Deputy Executive Director CIES*

Chandlee Barksdale  
*Corporate Services*

Ann Blyberg  
*International Human Rights Internship Program*

Winston Bowman  
*EcoLinks*

Chalintorn Burian  
*IIE/Southeast Asia*

William Dant  
*Hubert H. Humphrey Fellowship Program*

Todd Davis  
*Higher Education Resource Group*

Karen de Bartolomé  
*Rocky Mountain Regional Center*

Karin Eisele  
*West Coast Regional Center*

Lawrence Ervin  
*Project Director, Leadership Development Program*

Katherine Fung-Surya  
*IIE/Hong Kong/China*

Joseph Ghanem  
*Chief-of-Party Leadership Development Training/Egypt*

Theresa Granza  
*US Student Programs*

Barbara Gumbiner  
*Administration IIE/Washington*

Daniel Heyduk  
*Scholarship and Training Programs*

Alice Hughes  
*Special Projects*

Elizabeth M. Kadlec  
*Midwest Regional Center*

Mary Kirk  
*Fulbright and Academic Services*

Larry Lai  
*Environmental Exchange Program*

Mark Lazar  
*Overseas Programs*

John Lever  
*Controller*

Christopher Medalis  
*IIE/Europe*

Susan Meisel  
*Legal Services*

William Nance  
*Global Training for Development*

Bernard Ostrowski  
*Information Technology*

Judy Pehrson  
*External Relations, CIES*

Linda Rotunno  
*Professional Exchange Programs*

Melanie Sanders-Smith  
*Chief-of-Party Development Training II/Egypt*

Robert Slattery  
*Administrative Services*

Steven Steigleder  
*Grants and Contracts*

Keith Todd  
*Southern Regional Center*

Henry Yoshimura  
*Chief-of-Party Indonesian Electricity Sector Restructuring Activities*

Tania Zaman (to 03/31/2001)  
*International Health Policy Program*

Marjan Zanganeh  
*Training Director Development Training II*

**PRESIDENT'S  
HUMAN RESOURCES  
ADVISORY COUNCIL**

**Kathleen S. Alexander**

*Senior Vice President  
Human Resources  
Marriott International, Inc.  
Washington, DC*

**Patrick Canavan**

*Senior Vice President and Director  
Global Leadership and Organizational  
Development  
Motorola  
Schaumburg, Illinois*

**Cheryl D. Fells**

*Vice President  
Organizational Development and Administration  
BFGoodrich Performance Materials  
Cleveland, Ohio*

**Jean M. Halloran**

*Senior Vice President  
Human Resources  
Agilent Technologies, Inc.  
Palo Alto, California*

**Edward Pazicky**

*Managing Director  
Human Resources  
J&H Marsh & McLennan  
New York, New York*

**INTERNATIONAL  
COUNSELORS**

**Pierre E. Douaze**

*Former Chairman  
Ciba-Geigy  
Pully, France*

**Shoji Kimura**

*President  
Advance Products, Inc.  
Ronkonkoma, New York*

**Kishore Mahubani**

*Ambassador Extraordinary & Plenipotentiary  
Permanent Mission of Singapore to the UN  
New York, New York*

**M.R. Sukhumphand Paribatra**

*Deputy Minister  
The Ministry of Foreign Affairs  
Bangkok, Thailand*

**Yossi Sarid**

*Jerusalem, Israel*

**Tom Spencer**

*Chairman, Committee on Foreign Affairs and  
Defence  
European Parliament  
Brussels, Belgium*

**Sumio Takeichi**

*Director, Marketing & Business Development  
International Finance Corporation  
Washington, DC*

**Kazuhiko Togo**

*Director-General  
Treaties Bureau  
Ministry of Foreign Affairs  
Tokyo, Japan*

**Cesar Gaviria Trujillo**

*Secretary General  
Organization of American States  
Washington, D.C.*

**Matthias Wissmann**

*Bundesminister A.D.  
Bonn, Germany*

**COUNCIL FOR INTERNATIONAL  
EXCHANGE OF SCHOLARS  
BOARD OF ADVISERS**

**CHAIRMAN**

**Tilden J. LeMelle**

*New Rochelle, New York*

**Edna Acosta Belen**

*Distinguished Professor of Latin America &  
Caribbean Studies  
University at Albany  
Albany, New York*

**Ted Bestor**

*Professor of Anthropology  
Cornell University  
Ithaca, New York*

**Mary Brown Bullock**

*President  
Agnes Scott College  
Decatur, Georgia*

**Philip Certain**

*Dean  
University of Wisconsin – Madison  
Madison, Wisconsin*

**John DiBiaggio**

*President  
Tufts University  
Medford, Massachusetts*

**Allan E. Goodman**

*President and CEO  
Institute of International Education  
New York, New York*

**Shelby Lewis**

*UNCF  
Washington, DC*

**David Ludden**

*Associate Professor  
Department of History  
University of Pennsylvania  
Philadelphia, Pennsylvania*

**Thomas M. Ricks**

*Associate Professor of History  
Center for Arab and Islamic Studies  
Villanova University  
Villanova, Pennsylvania*

**Patrick Swygert**

*President  
Howard University  
Washington, DC*

**Ben C. Yen**

*University of Illinois  
Urbana, Illinois*



PROFESSOR BRUCE LEE EDWARDS, A FULBRIGHT SCHOLAR IN COMMUNICATIONS AND JOURNALISM AT DAYSTAR UNIVERSITY IN NAIROBI, KENYA, CHATS WITH HIS STUDENTS.

#### HEADQUARTERS

809 United Nations Plaza  
New York, NY 10017-3580  
Tel: 212-883-8200  
online: www.iie.org

#### DEVELOPMENT

Tel: 212-984-5340  
E-Mail: development@iie.org

#### FOREIGN FULBRIGHT PROGRAMS

Tel: 212-984-5535  
online: www.iie.org/fulbright

#### HIGHER EDUCATION RESOURCE GROUP:

**IIE Books**  
Tel: 800-445-0443  
E-Mail: iiebooks@pmds.com  
online: www.iiebooks.org

#### MEMBERSHIP SERVICES

Tel: 212-984-5375  
E-Mail: membership@iie.org  
online: www.openingminds.org

#### RESEARCH

Tel: 212-984-5348  
E-Mail: hkoh@iie.org  
online: www.opendoorsweb.org

#### PLACEMENT AND SPECIAL SERVICES

Tel: 212-984-5503  
E-Mail: ltobash@iie.org

#### PUBLIC AFFAIRS

Tel: 212-984-5381  
E-Mail: publicaffairs@iie.org

#### SCHOLARSHIP AND TRAINING PROGRAMS/

#### CORPORATE SERVICES

Tel: 212-984-5332

#### CORPORATE MARKETING AND PARTNERSHIP DEVELOPMENT

Tel: 212-984-5468  
E-Mail: partners@iie.org

#### US STUDENT PROGRAMS

Tel: 212-984-5329  
online: www.iie.org/fulbright

#### IIE/WASHINGTON DC

1400 K Street NW  
Washington, DC 20005-2403  
Tel: 202-898-0600  
online: www.iie.org/iie/dc

#### DEVELOPMENT TRAINING AND ASSISTANCE

Tel: 202-326-7706  
E-Mail: dta@iie.org

#### ECOLINKS PARTNERSHIP GRANTS PROGRAM

Tel: 202-326-7747  
E-Mail: ecolinks@iie.org  
online: www.ecolinks.org

#### THE ENERGY GROUP

Tel: 202-326-7706  
E-Mail: energy@iie.org  
online: www.iie.org/energy

#### EXCHANGE PROGRAMS AND REGIONAL SERVICES

Tel: 202-326-7714

#### FULBRIGHT MEMORIAL FUND TEACHER PROGRAM

Tollfree: 888-527-2636  
Tel: 202-326-7826  
E-Mail: fmf@iie.org  
online: www.iie.org/pgms/fmf

#### GLOBAL TRAINING FOR DEVELOPMENT/SOUTH AFRICA PROGRAMS

Tel: 202-326-7730

#### HUBERT H. HUMPHREY FELLOWSHIP PROGRAM

Tel: 202-326-7701  
E-Mail: hhh@iie.org  
online: www.iie.org/pgms/hhh

#### INTERNATIONAL HUMAN RIGHTS INTERNSHIP PROGRAM

Tel: 202-326-7725  
E-Mail: ihrip@iie.org  
online: www.iie.org/ihrip

#### NATIONAL SECURITY EDUCATION PROGRAM

Tollfree: 800-618-6737  
Tel: 202-326-7697  
E-Mail: nsep@iie.org  
online: www.iie.org/nsep

#### PROFESSIONAL EXCHANGE PROGRAMS

Tel: 202-326-7695  
E-Mail: profexchg@iie.org  
online: www.iie.org/pep

#### PROGRAM DEVELOPMENT

Tel: 202-326-7706  
E-Mail: opd@iie.org

#### UNITED STATES-ASIA ENVIRONMENTAL PARTNERSHIP (US-AEP) ENVIRONMENTAL EXCHANGE PROGRAM

Tel: 202-326-7789  
E-Mail: eep@iie.org  
online: www.usaep.org/ouractiv/eep.htm

#### COUNCIL FOR INTERNATIONAL EXCHANGE OF SCHOLARS

3007 Tilden Street, NW  
Suite L-500  
Washington, DC 20008  
Tel: 202-686-4000  
E-Mail: scholars@cies.iie.org  
online: www.cies.org

#### US REGIONAL CENTERS

**IIE/MIDWEST**  
401 North Wabash Avenue, Suite 722  
Chicago, IL 60611-5642  
Tel: 312-644-1400  
Fax: 312-644-3759  
E-Mail: ekadlec@iie.org  
online: www.iie.org/midwest  
Elizabeth M. Kadlec, Director

#### IIE/NORTHEAST

809 United Nations Plaza  
New York, NY 10017-3580  
Tel: 212-883-8200  
E-mail: mcstaneda@iie.org  
online: www.iie.org

#### IIE/ROCKY MOUNTAIN

104 Broadway, Suite 500  
Denver, CO 80203  
Tel: 303-837-0788  
Fax: 303-837-1409  
E-Mail: kdebartolome@iie.org  
online: www.iie.org/rockymtn  
Karen de Bartolomé, Director

#### IIE/SOUTHERN

515 Post Oak Boulevard, Suite 150  
Houston, TX 77027-9407  
Tel: 713-621-6300  
Fax: 713-621-0688  
E-Mail: ktodd@iie.org  
online: www.iie.org/southern  
Keith Todd, Director

#### IIE/WEST COAST

41 Sutter Street, Suite 510  
San Francisco, CA 94104  
Tel: 415-362-6520  
Fax: 415-392-4667  
E-Mail: keisele@iie.org  
online: www.iie.org/wcoast  
Karin Eisele, Director

#### OVERSEAS OFFICES

##### IIE/BRAZIL

Tel: 55 61-9982-2320  
E-Mail: simoni@essencial.com.br  
Simoni Sant' Anna Lara, In-country Training Coordinator

##### IIE/EGYPT

DEVELOPMENT TRAINING II  
Tel: 20-2-337-7684  
E-Mail: msanders-smith@iedt2.org  
Melanie Sanders-Smith, Chief-of-Party

##### LEADERSHIP DEVELOPMENT TRAINING

Tel: 20-2-402-1895 or 2360  
E-Mail: iieldp@intouch.com  
Joseph Ghanem, Chief-of-Party

##### IIE/EUROPE

Tel: 36-1-353-1663  
36-1-269-5436  
E-Mail: iie@iie.hu  
Christopher Medalis, Director

##### ECOLINKS PARTNERSHIP GRANTS PROGRAM

Tel: 36-1-269-5435  
E-Mail: wbowman@iie.hu  
Winston Bowman, Director

##### IIE/CHINA/HONG KONG

Tel: 852-2-603-5771  
E-Mail: iiehk@cuhk.edu.hk  
Katherine Fung-Surya, Director

##### IIE/INDIA

Tel: 91-11-469-4515  
E-Mail: akochhar@del3.vsnl.net.in  
Anita Kochhar, In-country Training Coordinator

##### IIE/INDONESIA

IIE's programs are implemented by the Indonesian International Education Foundation (IIEF)  
Tel: 62-21-831-7304/7305  
E-Mail: ief@indo.net.id  
Irid Agoes, Director

##### INDONESIAN ELECTRICITY SECTOR RESTRUCTURING ACTIVITIES

Henry Yoshimura, Chief-of-Party

#### IIE/KAZAKHSTAN

ECOLINKS PARTNERSHIP GRANTS PROGRAM  
Tel/Fax: 7-3272-587-906  
E-Mail: guliaiie@nursat.kz  
Gulia Yessengali, Program Officer

#### IIE/LATIN AMERICA

Tel: 525-703-0167  
E-Mail: iie@solar.sar.net  
Alan Adelman, Director

#### IIE/PHILIPPINES

Tel: 63-2-895-3391 or 890-3039  
E-Mail: iie\_phil@mozcom.com  
Argelie Leynes, Program Officer

#### IIE/RUSSIA AND EURASIA

FORD INTERNATIONAL FELLOWSHIP PROGRAM  
Tel/Fax: 7-095-935-83-53  
E-Mail: iemos@online.ru  
Oksana Oracheva, Director

#### FULBRIGHT OFFICE

Tel: 7-095-956-32-61  
Fax: 7-095-232-31-34  
E-Mail: jmcorm@fulbright.amc.ru  
Joseph McCormick, Director

#### IIE/RUSSIA FAR EAST

ECOLINKS PARTNERSHIP GRANTS PROGRAM  
Tel: 7-4212-23-6197/6067/5003  
E-Mail: olga@rfe.khabarovsk.su  
Olga Shetinina, Program Officer

#### IIE/SOUTH AFRICA

Tel: 27-12-341-6465/67/7/8/9  
E-Mail: iiersa@global.co.za  
Sheina Tseeke, Program Associate

#### IIE/SOUTHEAST ASIA

Tel: 662-639-2700  
E-Mail: iiethai@bkk.iie.org  
Chalintorn Burian, Director

#### ASIA FELLOWS PROGRAM

Tel: 662-652-0653  
E-mail: afp@loxinfo.co.th  
Lourdes Salvador, Director

#### IIE/UKRAINE

ECOLINKS PARTNERSHIP GRANTS PROGRAM  
Tel: 011-380-44-228-12-25  
E-Mail: program@ecolinks.relc.com  
Megan Falvey, Program Officer

#### ENERGY GROUP

Tel: 011-380-44-230-20-60  
E-Mail: iiekiev@i.kiev.ua  
Tatiana Gaidarenko, In-Country Training Coordinator

#### FULBRIGHT OFFICE

Tel: 380-44-490-68-17  
Martha Chomiak, Director

#### IIE/VIETNAM

Tel: 844-822-4093  
E-Mail: iiehn@hn.vnn.vn  
Jack Simpson Bailey, Acting Director

# Board of Trustees

## CHAIRMAN

**Henry Kaufman**  
President  
Henry Kaufman & Company,  
Inc.  
New York, New York

## PRESIDENT AND CHIEF EXECUTIVE OFFICER

**Allan E. Goodman**

## VICE CHAIRMEN

**Victor J. Goldberg**  
Scarsdale, New York

**Diane J. Paton**  
East Hampton, New York

## CHAIRMAN, EXECUTIVE COMMITTEE

**Thomas S. Johnson**  
Chairman and CEO  
GreenPoint Bank  
New York, New York

## TREASURER

**Henrik N. Vanderlip**  
Chairman  
Viking Capital Partners  
Cos Cob, Connecticut

## MEMBERS

**Maryam Ansary**  
New York, New York

**Maria Livanos Cattau**  
Secretary General  
International Chamber of  
Commerce  
Paris, France

**Ella Cisneros**  
President  
The Together Foundation  
New York, New York

**Dolores Cross**  
President  
Morris Brown College  
Atlanta, Georgia

**Robert L. Dilenschneider**  
Principal  
The Dilenschneider Group Inc.  
New York, New York

**Howard Dodson**  
Chief, Schomburg Center for  
Research in Black Culture of The  
New York Public Library  
New York, New York

**Richard A. Giesen**  
Chairman and CEO  
Continental Glass & Plastic, Inc.  
Chicago, Illinois

**Andrew Heiskell**  
New York, New York

**Ruth Hinerfeld**  
Larchmont, New York

**Henry G. Jarecki**  
Chairman of the Board  
The Falconwood Corporation  
New York, New York

**The Honorable Henry A. Kissinger**  
Kissinger Associates, Inc.  
New York, New York

**E. Michel Kruse**  
Chairman  
Global Financial Institutions  
Group  
UBS Warburg  
New York, New York

**Tilden J. LeMelle**  
Chair, Council for International  
Exchange of Scholars Board of  
Advisers  
New Rochelle, New York

**Jean Bronson Mahoney**  
Palm Beach, Florida

**The Honorable Donald F. McHenry**  
Distinguished Professor of  
Diplomacy and International  
Affairs  
Georgetown University School of  
Foreign Service  
Washington, DC

**Robert E. McKee, III**  
Executive Vice President  
Exploration Production  
Conoco, Inc.  
Houston, Texas

**Minoru Mori**  
President and CEO  
Mori Building Co., Ltd.  
Tokyo, Japan

**The Honorable Daniel Patrick Moynihan**  
Washington, DC

**Karlheinz Muhr**  
Chairman and CEO  
KM Management  
New York, New York

**L. Jay Oliva**  
President  
New York University  
New York, New York

**Monte Pascoe**  
President  
Ireland, Stapleton, Pryor &  
Pascoe, P.C.  
Denver, Colorado

**George Rupp**  
President  
Columbia University  
New York, New York

**Thomas A. Russo**  
Vice Chairman & Chief Legal  
Officer  
Lehman Brothers Inc.  
New York, New York

**Dan Searby**  
President  
MacLeod Investments, Inc.  
Atherton, California

**The Honorable Paul Simon**  
Director  
Public Policy Institute  
Southern Illinois University at  
Carbondale  
Carbondale, Illinois

**Peter R. Thompson**  
International Treasurer  
PepsiCo  
Purchase, New York

**Faye Wattleton**  
President  
The Center for Gender Equality  
New York, New York

Candidates for election January  
22, 2001

**George J. Donnelly**  
President and CEO  
San Jacinto Museum of History  
Houston, Texas

**Don Marshall**  
Executive Vice President  
Wells Fargo  
Denver, Colorado

## LIFE TRUSTEES

**Fentress Bracewell**  
Houston, Texas

**Mrs. Maurice T. Moore**  
New York, New York

Candidates for election January  
22, 2001

**Madeline H. McWhinney**  
President  
Dale, Elliott & Company, Inc.  
Red Bank, New Jersey

**Martin Meyerson**  
Chairman  
University of Pennsylvania  
Foundation  
President Emeritus  
University of Pennsylvania  
Philadelphia, Pennsylvania

## HONORARY TRUSTEES

**Joe L. Allbritton**

**Letitia Baldrige**

**John H. Barnard**

**Richard I. Beattie**

**Michel L. Besson**

**The Honorable Donald M.**

**Blinken**

**Albert H. Bowker**

**The Honorable Zbigniew**

**Brzezinski**

**Roy P.M. Carlson**

**Peyton F. Carter**

**John C. Cushman, III**

**Carolyn H. Denham**

**The Honorable William H.**

**Draper, III**

**James H. Evans**

**J. Wayne Fredericks**

**Robert Goheen**

**Vartan Gregorian**

**The Reverend Theodore M.**

**Hesburgh**

**The Honorable Stephen Horn**

**Johnston R. Livingston**

**Peter L. Malkin**

**Roderick A. McManigal**

**Thomas M. Messer**

**Gordon R. Parker**

**Robert L. Payton**

**The Honorable Edward J.**

**Perkins**

**Clifford V. Smith, Jr.**

**Ralph H. Smuckler**

**Donald M. Stewart**

**The Honorable Robert D.**

**Stuart, Jr.**

**Yuji Suzuki**

**Alexander B. Trowbridge**



exchanging knowledge. ideas. hope.

INSTITUTE OF  
INTERNATIONAL  
EDUCATION

809 United Nations Plaza  
New York, New York 10017  
TEL: 212 883-8200  
ONLINE: [www.iie.org](http://www.iie.org)