

INSTITUTE OF
INTERNATIONAL
EDUCATION

2001 ANNUAL REPORT



opening
minds to the
world

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Peace and prosperity in
the 21st Century depend on
increasing the capacity of
people to think and work on a
global and intercultural basis.
As technology opens borders,
education opens minds.

ABOUT
THE
INSTITUTE

What is IIE?

- The world's most experienced global higher education and professional exchange agency
- Administrator of the Fulbright Program, the U.S. 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 U.S. 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

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.

IIE's Worldwide Offices

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- EGYPT
- HUNGARY
- INDIA
- INDONESIA
- KAZAKHSTAN
- MEXICO
- PHILIPPINES
- RUSSIA
- SOUTH AFRICA
- THAILAND
- UKRAINE
- VIETNAM
- UNITED STATES
 - New York
 - Washington, DC
 - Chicago
 - Denver
 - Houston
 - San Francisco

As this century began, it was clear that the United States would face new international challenges. In a world rapidly changing due to technological innovation, economic globalization and national, ethnic and regional re-alignments, others' problems were becoming increasingly our own. As a result, the nation's citizens, business executives, policy makers and government and academic leaders were not only grappling with what to call this new, Post-Cold War era, but also how to make it less dangerous. It was also clear that the citizens and future leaders of other nations needed to become better acquainted with the values and ideals that underlie our society in order to build trust and reduce misunderstanding.

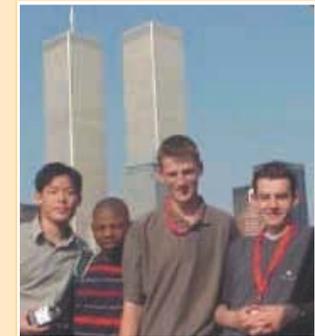
The urgency of this hit home on September 11th.

Replacing ignorance of other cultures and peoples with knowledge and understanding, is why IIE was founded. Our work is now more important than ever before. When more international students, scholars and future leaders are given the chance for meaningful study and gain an appreciation of our society, there will be less misunderstanding of our values and way of life. When more

PRESIDENT'S
AND
CHAIRMAN'S
MESSAGE

Americans have the chance to study in other countries, they will have an opportunity to gain an appreciation of different cultures and learn about the many different ways people see us and the world, while sharing American values and aspirations. The aim of the terrorists who attacked on September 11th was to instill fear, to make us close our minds, markets and doors. The Institute of International Education will do its part to make sure they do not succeed.

While advancing mutual understanding is at the core of our work, over the past twenty years, the Institute has also gained experience and a reputation in building human capacity and identifying and publicizing best practices to tackle global issues and problems. Our work on energy and the environment is becoming increasingly important as developing countries grapple with energy shortfalls and the world seeks solutions to global climate change. The Institute's history of training human rights professionals, supporting graduate study for hundreds of black South Africans, and our new role in developing emerging NGO leaders in the population

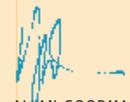


field, position the Institute to play an even larger global development role in the future. Our new partnership with the Ford Foundation in support of the International Fellowships Program is another example of IIE's capacity-building role and our commitment to open educational doors that would normally be closed to people because of their gender, birthplace, or ethnicity.

"International education" thus involves not only substantially increasing opportunities to study across cultures but also helping to improve the material quality of life and leadership around the globe. Nothing will contribute more over the long term to making the world we share safer and more secure.


HENRY KAUFMAN
Chairman

In July, participants in the Lucent Global Science Scholars Program visited New York City, where they viewed the City and its surroundings from the observation deck atop the World Trade Center and took the Circle Line tour around Manhattan. After September 11th, they sent messages from around the world to IIE and Lucent Foundation staff expressing their sympathy and concern for the safety of those who had helped with their visit.


ALAN GOODMAN
President and Chief Executive Officer

highlights 2001

Gilman Scholarships

A year ago, Congress created the Gilman Scholarship Program to provide an opportunity for American undergraduate students with demonstrable financial need to include serious international study in their college careers. Gilman Scholars, all of whom qualify for federal financial assistance (most under the Pell Grant program), are eligible to receive up to \$5,000 to cover the additional costs of overseas study. IIE was selected by the U.S. Department of State to administer the Gilman Scholarship Program. In its initial phase, nearly 3000 students from all 50 states, the District of Columbia and the Commonwealth of Puerto Rico applied and 261 Gilman Scholars were selected. An additional 29 Gilman applicants received Freeman Awards for Study in Asia, as part of the first cohort of 800 U.S. undergraduate winners in IIE's Freeman-ASIA program. Gilman Scholars will be studying in 46 different countries in the 2001-2002 academic year.

In addition to the Gilman Scholars program, the Institute designs or administers the Boren Scholarship Program funded by the National Security Education Program, the Freeman Awards and IIE's Regional Center Scholarships for overseas study, making it the leader in creating and administering undergraduate scholarships for international study.



Julie Skarratt

Training for Results in Egypt

The Development Training (DT2) project IIE is undertaking on behalf of the USAID Mission in Egypt is one of the largest coordinated development training programs in the history of the U.S. Agency for International Development. Since 1997 the Institute has arranged for over 34,000 Egyptian officials to participate. The aim is to link their training to specific development objectives that will help the Government of Egypt strengthen democratic institutions, attract new private investment, improve education and public health services and expand trade.

In October, some 800 DT2 alumni participated in a reunion and ceremony honoring leading graduates for their work in addressing critical development problems, including increasing crop production, improving drinking water access, building a government computer network, drafting a new foreign direct investment law, reducing infant mortality, and transforming teacher training.

Nobel Laureates

On November 27, 2001, two alumni of the Fulbright Program, Joseph E. Stiglitz of Columbia University and George A. Akerlof of the University of California at Berkeley, were honored at a White House Reception celebrating their 2001 Nobel Prize in Economics. Both earned doctorates in economics from MIT in 1966 and were awarded Fulbright fellowships at the beginning of their careers. Stiglitz at Cambridge University and Akerlof at the Indian Statistical Institute in New Delhi. This brings to 30 the number of Fulbright Program alumni from seven countries who have been awarded the Nobel Prize for their contributions to humanity in the fields of chemistry, economics, medicine and physics. On November 27th, IIE was deeply honored to present its Stephen P. Duggan Award for International Understanding, to this year's Nobel Peace Laureate, United Nations Secretary General Kofi Annan.

The Goldman Sachs Global Leaders Program

IIE helps leading multinational firms and corporate foundations to design programs to identify and develop future leaders. One example is the Goldman Sachs Global Leaders Program, launched in 2001 by the Goldman Sachs Foundation in partnership with IIE. This innovative program identifies talented undergraduates from all disciplines and many countries and offers them support, global networks, and leadership training to prepare them for distinctive service to society and their future professions.

Fifty of the program's "Top Honors" recipients gathered in New York City in July to participate in the weeklong Summer Leadership Institute, which was highlighted by a visit with UN Secretary General Kofi Annan.

At its annual International Awards Dinner, IIE presented the Stephen P. Duggan Award for International Understanding to United Nations Secretary General Kofi Annan, a former international exchange student who became the world's leading public servant and peacemaker. The Secretary General's initial study in the U.S. was supported by the Ford Foundation. Here, Susan Berresford, President of the Ford Foundation, introduces the Secretary General at the dinner.



FORD FOUNDATION
INTERNATIONAL
FELLOWSHIPS PROGRAM

Ford Foundation International Fellowships Program

The Ford Foundation, in partnership with the Institute of International Education and 13 other organizations around the globe, has created a 10-year, \$280 million initiative to provide fellowships for post-baccalaureate study to a new generation of developing country leaders who have previously been denied access to graduate education. This is the Foundation's largest international grant and the most significant investment in global graduate education and leadership development that has been made by any private agency.

The Program began in four pilot sites – Russia, Vietnam, West Africa (Ghana, Nigeria and Senegal), the Andean Southern Cone (Chile and Peru). Another five sites joined the program in November 2001 – China, India, the Philippines, East Africa (Kenya, Tanzania and Uganda) and Mexico/Guatemala. This will be followed by four more in June 2002 – Brazil, Indonesia, Southern Africa (Mozambique and South Africa), Middle East and North Africa (Egypt and Palestine).

IIE NETWORK

IIE Network – IIE's Interactive Membership Association

IIE Network is a membership association of over 700 higher educational institutions and the first global professional association for international education policy makers, administrators, and researchers.

IIE Network provides educators with a forum for discussion and networking and a source of expert analytical information. The IIE Network community is mediated by an interactive website, managed by topic and regional experts. Other features of the site include a partner board for networking of academic institutions around the globe, an academic job service, a searchable database of grants, and events in international education, and online discussion groups.

As a complement to the network website, in September IIE launched a new magazine for our membership, the IIE Networker. The initial issue included articles by experts in the field addressing such issues as ways to strengthen international education on campus and the financing of international education.

Heiskell Prize

This is the first international prize to recognize best practices in international education. The program was created in honor of long-time IIE Trustee, Andrew Heiskell, formerly Chairman of Time, Inc.

Colleges and universities that are IIE member institutions have been invited to nominate programs they have initiated to promote international education on their campus, to encourage study abroad, and to deepen faculty involvement in international activities through collaborative research, teaching and curriculum development. By publicizing these outstanding programs, IIE plans to stimulate adoption of best practices.

New Leaders in Reproductive Health

Thanks to the David and Lucile Packard Foundation, the Institute's West Coast Regional Center is implementing a new "Leadership Development Mechanism" for reproductive health and population issues. This unique leadership program, part of the growing health/education portfolio of IIE's Center for Global Development, and is being implemented in eight developing countries with some of the highest population growth rates in the world, as well as growing HIV/AIDS prevalence: Ethiopia, India, Mexico, Myanmar, Nigeria, Pakistan, Philippines and the Sudan. The Packard/IIE initiative is identifying, training and strengthening leaders who are working in the reproductive health and population fields to improve and expand reproductive health services and choices.



Assistant Secretary of State for Educational and Cultural Affairs, Patricia deS. Harrison, addressed the Open Doors press conference on the importance of international educational exchange, especially following the September 11th attacks.

Open Doors 2001

In November, IIE and the U.S. Department of State helped launch International Education Week with the release of the 2001 Open Doors data on student mobility at the National Press Club in Washington, DC. Assistant Secretary of State for Educational and Cultural Affairs, Patricia deS. Harrison, gave the keynote address, observing that:

"Exchange programs are founded on the belief that a more profound knowledge of other societies and cultures, and active cooperation in the search for solutions to common problems, help to build stronger relationships between countries, governments and peoples.... In the wake of the September 11 attacks on the United States, and the ongoing challenges facing our nation, we reaffirm our commitment to the ideals of international exchange as a force for understanding."

Fulbright Scholar Program New Initiatives

New Century Scholars — Thirty outstanding research scholars and professionals from the United States and 18 other countries have been designated New Century Scholars in a program designed to provide a forum for international, interdisciplinary collaboration. Those selected this year will be focusing their research on "Challenges of Health in a Borderless World." Their work will promote a deeper understanding of the social context within which societies and the global community shape their response to disease in a period of increased global interdependence and rapid socio-economic change.

Fulbright Senior Specialists Program — Created to complement the traditional Fulbright Program, the new Specialists Program offers short-term grants of two to six weeks for U.S. faculty and professionals. Senior Specialists collaborate with their overseas counterparts on curriculum, faculty development and institutional planning.

Fulbright Student Enrichment Seminars

During the year, more than 900 Fulbright graduate students from 120 countries and recently returned Fulbright Fellows participated in a series of enrichment seminars designed to provide breadth and context to their Fulbright educational experience here in the United States. This year, the seven, three-day seminars arranged and conducted by IIE offices around the country, were designed to explain the 2000 U.S. Census, the immigration experience and related economic, political and demographic developments. IIE engaged urban mayors, members of Congress, state and federal government officials, business and professional leaders, public policy speakers from think tanks and interest groups representing a broad range of views, and citizens in all parts of the country to discuss the census process and findings with the Fulbright students.

Global Energy Sector Reform

Through a new USAID supported project, IIE is now assisting the Government of Indonesia in implementing a broad regulatory reform of the electricity sector. IIE is working in the "nuts and bolts" of restructuring, supporting Indonesia's regulatory agencies in their efforts to develop new regulations, institute rational pricing policies, improve the efficiency of energy markets, and improve the planning and management of electricity generation, transmission and distribution. Other countries where IIE is assisting energy sector reform include India, Bangladesh, Ukraine, Brazil, and Zambia.

EcoLinks in Eastern Europe and Eurasia

In a cooperative activity with USAID, IIE provides Partnership Grants to organizations in Central and Eastern Europe and the former Soviet Union. These grants enable businesses and local governments to develop market-based solutions to high priority environmental problems. During 2001, over 170 grants, totaling \$3.4 million, were awarded to link these organizations with partners in the United States or in other countries in the region to tackle problems related to air pollution, water and wastewater management, solid waste management and energy efficiency.

Volunteers at IIE

Thousands of Houston-area school children learn about the wider world through IIE/Southern's Educational Outreach Programs. These include an International Speakers Bureau, which sends volunteer speakers to a classroom to discuss various regions of the world. Some delegates in the International Visitor Program and local international graduate students also participate in this program. IIE also provides teacher development opportunities, such as a teaching workshop on Islam and the Arab world. It has also developed a "cultural navigators" program on the Middle East, working with a consortium of world-culture teachers and creating educational materials focusing on Israel, Egypt, Jordan, Syria, and Lebanon. While students learn about the geography, culture, and religions of the Middle East, they also learn tolerance and intercultural understanding.

Environmental Exchange Program

In September of 2001, IIE was selected to manage USAID's US-Asia Environmental Partnership (US-AEP) exchange program. Under this five-year contract, IIE will implement 3,500 technical exchanges for environmental professionals in 11 Asian countries and the United States. This allows IIE to continue its six-year history of implementing business and technically-focused exchanges which have engaged more than 4,800 professionals in addressing critical environmental issues, including the availability of potable water, global warming, the need for clean industrial manufacturing technologies, and reducing air emissions from automobiles.



Volunteers are an essential part of IIE's success. Here, two volunteers from Brazil participate in the Southern Regional Center's Educational Outreach Program which brings them into Houston classrooms to discuss different geographic regions as well as the cultures found there.

IIE and Congress

The IIE Board of Trustees held its April meeting in Washington, DC, and conferred the Stephen P. Duggan Award for International Understanding on Senator Ted Stevens, then Chairman of the Senate Appropriations Committee, and Senator John F. Kerry, a member of the Senate Foreign Relations Committee. Senator Stevens was recognized for his lifetime of public service and for his commitment to assuring that the next generation of leaders around the world will have an opportunity to experience the world in a way that only educational exchange makes possible.

Senator Kerry was recognized for his vision in assuring that educational contacts, most notably, the Fulbright Program, would be extended to the people of Vietnam. He, having served there and been decorated for his action in combat, better than most, has a sense of how that country has been cut off from so much of the world as a result of the outcome of the Vietnam War and of the hardship that has caused.

In addition, at its annual dinner in November, IIE presented the Duggan Award to Senator Charles Schumer.

Humphrey Alumni Conference

IIE and the State Department continued their partnership in supporting Humphrey Fellowship Program alumni to gather together regionally, discuss issues and network. The Fourth East Asia/Pacific Regional Conference of Humphrey alumni, took place in Seoul, South Korea in September. The conference was jointly funded by the Ministry of Government Administration and Home Affairs of the Republic of Korea and the U.S. Department of State. Forty-two alumni from 12 countries in East/Southeast and South Asia participated.

IIE's South Africa Education Program Concludes

September 30, 2001 marked the end of IIE's highly successful South Africa Education Program. IIE began this program in 1979 entirely with privately raised funds, and it later became a cooperative effort with U.S. universities, corporations, foundations and the U.S. Government. The total private-public investment amounted to \$58 million. Over 1,600 black South Africans studied in American colleges and universities, most of them at the Masters and Ph.D. level. The Program created the cadre of black South Africans in leadership today.

Creating an Alumni Database

Through its new alumni research project, IIE has compiled a database of 120,000 past IIE related grantees and participants. The alumni records, which IIE has been keeping for more than 80 years, are, for the first time in the Institute's history, computer searchable by decade, field of study, country, and institution attended. The database advances the main purpose of the alumni research project, which is to get a better idea of the impact of IIE's work over the years and its role in promoting mutual understanding among the peoples of the world.

Beijing Office

After several years of managing scholarship programs in China through our office in Hong Kong and a part-time representative in Beijing, IIE formally opened an office in Beijing in September with The Chinese Academy of Sciences serving as our formal institutional host. Programs currently managed by IIE/Beijing for Ford Foundation include an Individual Grants Program that assists Chinese scholars and professionals participating in conferences and study tours abroad, and the China component of the Asian Fellows Program, which provides opportunities for Asian scholars to pursue research in another country in the region. IIE/Beijing also provides in-country support for the American research Fulbrighters in China, working closely with the U.S. Embassy and with funding from the U.S. Department of State.

IIE's Center for Global Development

The Institute's Center for Global Development houses IIE's training, development and technical assistance staff, most of whom carry out projects on behalf of the U.S. Agency for International Development and other international development donors.

TOP W. Stacy Rhodes, Vice President and Director of the IIE Center for Global Development; William Nance, Director, Global Training for Development Information Technology; Marjan Zanganeh, Training Director, Development Training II; and, Ahmad Ghannarian, Director, The Energy Group.

SECOND EcoLinks staff, Pavel Tojst, Andrew Kohlhepp, and Gregory Zerka

THIRD Global Development Training staff, Lara Panomareff, Connie Lina-Carr and William Nance, Director

FOURTH The Energy Group, to include Masood Malik, Francine Steinger, Ahmad Ghannarian, Director, Patricia Klein, and Peter Resetar

FIFTH Environmental Exchange Program staff, to include Bayanjargal Byambasaikhan, Cheryl Chang, John Speicher, Mary Wong, Viswanatha Srinivasan



Richard Lord (All)

global education and training

IIE's mission in the developing world is to expand the capacity of individuals and institutions to address the development challenges of the new millennium.

IIE's **Center for Global Development**, through its staff of educators, advisors and development experts located in 19 offices throughout the world, provides professional development, training and strategic advisory services to U.S. government agencies, foreign ministries, corporations, international development banks, NGOs and private foundations.

Through the **Development Training II (DT2)** program, IIE provides training support for all USAID activities in Egypt. Over the past four years, more than 34,000 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.

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.

As a result of DT2, Egyptian officials are now addressing the modern management needs of the country, such as increasing

information sharing, generating initiative in public employees and executing greater delegations of authority in decision-making. One upshot of this broad and deep program has been a greatly increased interest among Egyptian officials who want to participate. As the link between DT2 training and the country's prospects for development are becoming apparent, DT2 programs are being expanded whenever possible.

For example, the special **Leadership Development Program** created by IIE for the Ministry of Energy and Electricity has just been extended for an additional year, at the request of the Ministry and USAID.

With generous support from the David and Lucile Packard Foundation, the Institute's West Coast Regional Center is implementing a new **"Leadership Development Mechanism"** for reproductive health and population issues. This leadership program is in the growing health/education portfolio of IIE's Center for Global Development, and is carried out with support from IIE's offices in Mexico, Philippines and Thailand, along with partners in the program's focus countries. The Packard/IIE initiative is identifying, training and strengthening leaders who are working to improve and expand reproductive health services and opportunities for women in developing countries.

The program is currently being implemented in eight countries with some of the highest population growth rates in the world, as well as growing HIV/AIDS prevalence. These include Ethiopia, India,



Richard Lord

Mexico, Myanmar, Nigeria, Pakistan, the Philippines and the Sudan. Over the next two years, the program will train 300 established and emerging leaders from these countries, through a combination of in-country, regional and U.S.-based training. Special emphasis is being placed on identifying and training future leaders from organizations serving women and youth, as well as media professionals.

In a cooperative activity with USAID, IIE administers the **EcoLinks Partnership Grants Program** in Central and Eastern Europe and the Newly Independent States of the former Soviet Union. EcoLinks enables businesses and municipalities to develop market-based solutions to

environmental problems through partnerships with other like organizations that have faced similar problems before. Since 1999, more than 350 grants, totaling over \$9 million, have been awarded to link organizations with partners in the United States or in other countries in the region to improve their environmental performance and operating efficiency.

In one example of the EcoLinks formula, a food processor in Almaty, Kazakhstan, was awarded a grant. Its plant discharged over two metric tons per year of untreated wastewater into a nearby stream, and its energy and water usage was 30% higher than comparable facilities in the United States. Inefficiency caused production

costs to be high. With EcoLinks assistance, the company teamed up with two U.S. partners, a potato chip producer in Wisconsin and an environmental consulting firm in Virginia. Together they developed an environmental management system, which included the installation of wastewater filtration and recycling devices and the replacement of coal-fired boilers with a liquid-propane gas turbine. These nearly eliminated wastewater and reduced energy consumption by 30%. Unit production costs dropped from \$3.60 to \$1.70. More importantly, staff at the company was trained to make continuous environmental improvements and

UNDER THE DEVELOPMENT TRAINING II PROJECT, Egyptian officials participate in training programs linked to specific development objectives selected by their ministries. Here, Yasmine Roushdy of the DT2 office in Cairo, speaks with agricultural field workers at a project designed to improve harvest yield.

increase production efficiencies. By facilitating the exchange of ideas and experiences, IIE is helping other organizations in the region to shorten the timeline for solving their problems related to air pollution, water and wastewater management, solid waste management and energy efficiency.

IIE has recruited and trained a new group of young American professionals with backgrounds as varied as law, hydrology and corporate finance to serve the needs of people in critically important nations. As the United States Government combines private sector talent with foreign assistance to make the world a better place, the **Investing in Women in Development (IWID)** Fellows Program plays a creative role. IWID is a cooperative activity of U.S. Agency for International Development through which IIE increases the number of U.S. professionals with hands-on experience in international and gender-related development activities. This year USAID offices in Russia, Armenia and, in Washington, at USAID's Global Bureau and Asia Near East Bureau utilized IWID Fellows to help with water management, youth, ethnic conflict and Afghan women's rights issues. Suzanne Nolte, an IIE IWID Fellow, on leave from Coca Cola in Atlanta, wanted to make a contribution to the public service sector in the international arena and chose the IWID program because it offered the best opportunity to combine her interest in development with her professional skills. IWID Fellows are currently serving in assignments focused on environment, business, governance and education issues.

Ten years ago, when IIE and USAID jointly developed the **Emerging Markets Development Advisers Program (EMDAP)**, IIE was sure of its potential,

but had only a general sense of what its impact would be. EMDAP's results have been broad reaching, providing students a chance to address challenging, real world problems. It has also provided tangible benefits to emerging market economies around the world. Last year 12 American MBA candidates temporarily broke their studies to work in countries key to regional peace and progress, making important strides towards sound economic practices and nurturing democratic values: Jordan, Kazakhstan, Kyrgyzstan, Malawi, Uganda, Ghana, Zimbabwe and Nicaragua.

These are just a few of the 132 EMDAP alumni who, after completing their degrees, serve in U.S. business, finance, NGO and government operations. They have a perspective on international business relations and operations only achieved working hand in hand with colleagues from overseas in true partnership.

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 technical training to individuals whose actions will have a significant effect on the future of the environment and economic development in Asia. High rates of projected industrial and population growth make Asia especially important in terms of future greenhouse gas emissions and global warming. Because atmospheric emissions know no boundaries, the effect of such emissions has an impact throughout the region. IIE has supported USAID in this mission for more than six years and engaged more than 4,800 professionals from 11 countries across Asia and the United States.

IIE activities are based on country specific plans and an integrated approach that includes work on regulatory policy, technical assistance and technology transfer. In 2001, IIE trained Asian judges and lawyers, to improve environmental laws and their enforcement. In Thailand the judiciary had never ruled in favor of the environment. IIE supported supreme court justices and attorneys from India, Sri Lanka and the Philippines to attend the Thai Environmental Enforcement and Compliance Forum where they could share their ideas and experiences. A former Justice of the Indian Supreme Court spoke passionately of the need to grant standing to anybody who comes to court to represent the public interest in a clean environment.

Restructuring the energy sector has become a critical component of the effort in many countries to create the necessary economic and social infrastructure for national development. Affordable, environmentally sustainable electricity supply is a major focus. Over forty percent of the world's population currently lacks access to electricity. In many countries, electricity has traditionally been provided through inefficient, state-owned utilities at heavily subsidized prices. The combined impact of subsidies, system-wide inefficiencies, and the ever-increasing demand for new capacity has drained financial resources that could otherwise be spent on the many other competing priorities of development such as housing, health and education. As a result, regulatory reform and restructuring of the electric sector has assumed a high priority. IIE has been an active participant in this effort throughout the developing world for over ten years. The **IIE Energy Group** set up an office in Jakarta, Indonesia this year, staffed by two U.S. regulatory and training experts and five highly skilled local personnel. This team assists the Directorate General of Electricity as it undergoes the regulatory reform process. Other countries where IIE is assisting Energy Sector reform include Ukraine, Bangladesh, Brazil, India, and Zambia.

Sponsored by the USAID/Bangladesh Mission, the Energy Group will provide institutional capacity building including a training and outreach program to the power, oil and gas sectors of the Government of Bangladesh during the course of the **Bangladesh Energy Training Project**. The objective is to facilitate development and reform of the energy sector, improving and reducing greenhouse gas emissions. IIE has opened a new field office in Dhaka, Bangladesh, staffed by local personnel to administer this project.

With USAID support, the Energy Group designed and has been providing training and technical assistance to help Brazil meet the challenges of providing clean and efficient energy. The Brazil Energy Training and Outreach Program develops in-country institutional capacity, and supports Brazil's sustainable economic development. Also in Brazil, the **Tocantins Environmental Education Project** will train 200 leaders to participate in public hearings evaluating environmental studies of large enterprises, such as the construction of hydroelectric dams. These leaders, representing governmental agencies, NGOs, indigenous communities, women's groups and small rural producers will provide public education and outreach regarding these issues to their various constituents.

The Energy Group is also implementing a series of activities for the U.S. Department of Energy that promote sustainable development of energy and environmental policy throughout the developing world, with a focus on Africa and Latin America.

This year the IIE Energy Group implemented the **DOE Women in Energy Policy & Planning of Africa Workshop**, for women representing the Ministries of Energy in 11 African countries. The workshop focused on the development of women's leadership and perspective in sustainable, national energy policy in

ECO-TOURISM IN ENVIRONMENTALLY FRAGILE ECOSYSTEMS around the world is growing in popularity. In the Chiapas region of Mexico, eco-tourism in the Selva Lacandon Chiapas ecosystem has grown tremendously over the past few years. IIE is working with the indigenous peoples and other organizations concerned about the conservation of that environment to teach basic English to enable residents to deal with tourists and the issues that eco-tourism raises for their communities.



African nations, and provided participants with a working knowledge of the range of fundamental technical and policy options, while considering grassroots development in Africa. The workshop received wide support and interest from the energy development community because of its unique focus on women and its range in geographic representation. Participants and contributors continue to stay in contact with one another, sharing their experiences in the energy sector development of their countries.

IIE's **International Human Rights Internship Program** facilitates the exchange of experience and expertise among human rights organizations through supporting professional development projects for human rights activists. A recently published manual, *Circle of Rights — Economic, Social and Cultural Rights Activism: A Training Resource*, is

now available in French and Spanish as well as English, with the Arabic translation to be completed in 2002.

One of the areas most impacted by uncontrolled and growing tourist activity in Mexico is the critical ecosystem of the Selva Lacandon Chiapas. In 1995, approximately 700 visitors penetrated this dense jungle area. In 2000, that number had increased to nearly 40,000 as tour operators marketed the exotic location as a destination for eco-tourism.

Small indigenous communities near this critical protected area are in the position of managing the majority of this influx. Few residents have more than a primary school education, and fewer still have experience dealing with the issues eco-tourism raises, including feeding and housing visitors, basic sanitation and

clean drinking water. Few speak even rudimentary English, the language spoken by most tourists.

IIE, through its Latin American Regional Center in Mexico City, and Alliant International University, with USAID support, has begun to provide **English for Eco-Tourism**, specialized English training for nature guides and eco-tourism staff. The program also relies on the facilitation of Conservation International, which has been working to preserve the ecosystem. The courses aim to increase the participants' language ability, and also to strengthen their understanding of environmental protection and responsible tourism.

public-private partnerships

Ensuring visionary leadership for the new century requires the identification and nurture of talented young people from around the globe.

In partnership with The Goldman Sachs Foundation, the Institute conducts an annual competition on college campuses to identify 100 of the most accomplished second year university students. Fifty of those selected for "Top Honors" among the **Goldman Sachs Global Leaders** are invited to participate in the Goldman Sachs Summer Leadership Institute in New York City. In July, this select group of students had an opportunity to collaboratively examine important issues such as global leadership and the new world economy. World-renowned faculty from the Graduate School of Education and the Wharton School at the University of Pennsylvania, senior Goldman Sachs executives and special guest speakers from the diplomatic and non-profit sector led challenging and thought provoking seminars.

IIE works with other corporate foundation 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 21st century. **The Lucent Global Science Scholars Program** is carried out in partnership with the Lucent Technologies Foundation. IIE manages this talent search in 21 countries. In July, 96 high school seniors and first year university students who have



demonstrated exceptional competence in science, math and technology were invited to participate in the program. Participants receive a financial award and take part in a weeklong Global Summit at Lucent's U.S. headquarters in New Jersey where they spend time with specially assigned mentors. IIE's New York and overseas staff, assisted by Fulbright Commissions and other local partners, manage the international aspects of this program.

To create a pool of well-trained "global engineers," equipped with the necessary foreign language ability, cross cultural skills and international experience to excel in the multinational/multicultural business environment of the 21st century, IIE and a consortium of American and European universities established the Global Engineering Education Exchange (Global E³). Over 400 students from 74 universities in 15 countries have studied engineering outside of their own countries on this pioneering program. On January 26th, the global technology company, ABB, Inc., announced a new

commitment to support the Global E³ program and provide scholarships targeted toward U.S. women engineering students who are substantially underrepresented in the field of engineering.

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 programs administered by an independent organization such as IIE to relieve them

Former U.S. Ambassador to the UN Donald F. McHenry addressed the Goldman Sachs Global Leaders during the Summer Leadership Institute in New York City.



Sharon Bakwin

PARTICIPANTS IN THE TOYOTA INTERNATIONAL TEACHERS PROGRAM (at left) visit Japan to learn more about how industry and community partnerships there work together in support of education and the environment. The program is sponsored by Toyota Motor Sales, U.S.A., Inc.

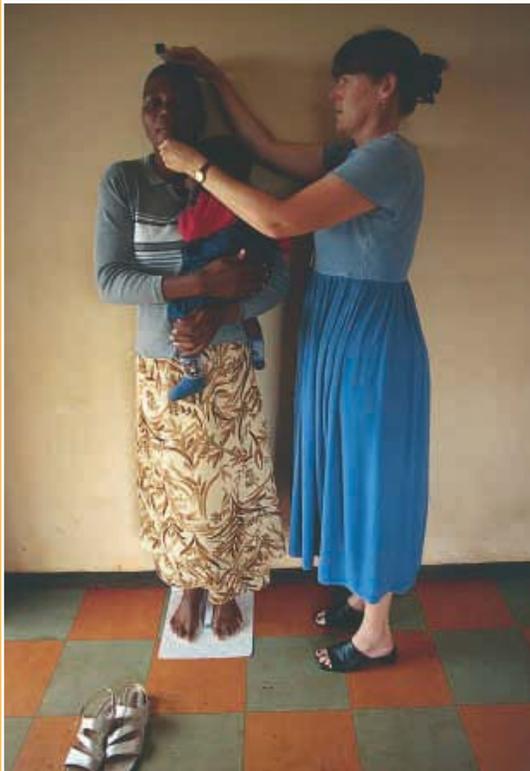
of the administrative burdens of running such a program, and to assure that every scholarship competition is open and fair. A thorough understanding of the educational systems of different countries enables IIE to administer these scholarship programs with meticulous attention to detail. For over 20 years, IIE has administered the COE program for A.I.G., Inc. with support from The Starr Foundation. This is the largest such program administered by IIE.

Among the newest COE programs administered by IIE are the **GE Fund's STAR and ACE Scholarship Programs**. These programs provide grants for higher education, technical and vocational education, and are open to children of GE employees worldwide, with some 240 awardees each year. The GE Fund also supports in-country scholarship programs administered by IIE in India, Indonesia, South Korea, Malaysia, Mexico and Thailand, helping academically outstanding, but financially needy, undergraduates. IIE currently manages COE and other awards 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.

IIE has developed a new service to help our grantees find employment in the private, academic and non-governmental sectors when they return home upon the completion of their fellowship. **The Global Careers Service** will provide the highly talented individuals who participate in selected IIE-administered programs with opportunities for leadership-track positions 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 at home and abroad. The Global Careers Service is designed to maximize the impact of the individual and public investment in tomorrow's leaders.

the fulbright educational exchange program



Paul Weinberg

IN RURAL KWAZULU NATAL, SOUTH AFRICA, Peggy C. Papathakis, M.S., R.D., is completing research which will lead to her Ph.D. degree in nutrition. Her research, supported by a U.S. Fulbright student grant, examines the change in nutritional status of HIV infected mothers who are breast-feeding. It is estimated that there is a 35 % HIV prevalence in pregnant women in rural South Africa. This research will identify the changing nutritional status of these women and identify the maternal health and nutrition risks during the first six months of breast-feeding.

The Institute has been selected by the U.S. Department of State to continue the administration of the Fulbright Student Program.

IIE's selection followed a Congressionally mandated national competition, which replaced the previous annual review and award process. IIE's submission carried support from the American university community — scores of presidents, deans and academic leaders representing large and small, state and private institutions, called upon the Department to recognize the Institute's quality, independent processes and commitment to the program. The Institute proposal offered innovations to enhance leadership development, outreach and dedication to the Fulbright Program's goal: the creation of mutual understanding. In its proposal, IIE partnered with two organizations that have long cooperated with the Institute on Fulbright work: AMIDEAST — America Mideast Educational and Training Services; and LASPAU — Academic and Professional Programs for the Americas.

The Fulbright Student Program assures highly competent, competitively selected students from around the world, many destined to become the leaders of their countries, the opportunity to benefit from the U.S. education system. It broadens cultural horizons, enabling participants to think globally. U.S. applicants from all fields and all career paths are selected

through an open, merit based competition. The approximately 900 Americans selected annually pursue graduate studies or conduct independent or collaborative research in countries throughout the world, building their individual capacities, representing the U.S. in a wide variety of settings and institutions where they study and reside.

Some 1300 foreign students come to U.S. campuses as Fulbrighters each year. IIE's academic network enables it to assure their appropriate university placement, negotiate and administer cost sharing, including tuition abatement, and provide effective supervision of program participants. The Institute provides more than half a million dollars each year from its own resources to enhance Fulbright awards, enabling students with limited means to attend the institution most appropriate for their needs. Through its network of Regional Centers, IIE also develops and conducts a variety of activities to enhance the Fulbright experience. These include leadership convocations and round-table discussions, enrichment seminars and a variety of cultural activities.

The Fulbright Senior Scholar Program, administered by the Institute's Council for International Exchange of Scholars, brings some 800 international academics and professionals in every discipline to U.S. campuses each year. CIES also recommends a similar number of U.S. scholars through peer review to teach and conduct research overseas.

A year ago, CIES launched the Fulbright Alumni Initiatives Awards Program,

FULBRIGHT SCHOLAR DANA WILDE continues a class discussion with two of his students from Fudan University in Shanghai. He spent an academic year in China teaching American Literature.



Scott Suchman

which offers grants to former U.S. Senior Scholar Fulbrighters to support projects that continue work and partnerships initiated while they were abroad. The Fulbright Legacy Fund, established with a \$2.5 million endowment created by the IIE Board of Trustees and a grant of \$1 million from The Starr Foundation, provides opportunities that add value to the Fulbright experience. Proceeds from that fund, plus additional monies contributed by the U.S. Department of State's Bureau of Educational and Cultural Affairs support the Alumni Initiatives Awards Program.

Now in its second year, the program has already resulted in the creation of some promising institutional relationships. The Roy E. Crummer Graduate School of Business of Rollins College and the

Faculty of Economics and Tourism of the University of Rijeka at Pula, Croatia, have initiated a series of faculty and student exchanges; the University of New Hampshire and Utrecht University are instituting a Dual Masters Degree in American Studies; and Howard University Law School and the Norman Manley Law School in Kingston, Jamaica are collaborating on a Caribbean Law Program that involves faculty and student exchanges, summer institutes, and web-based library links. This year, more than 200 applications were received from eligible U.S. scholar alumni. Nineteen



Fulbright Program Alumni Who Have Won The Nobel Prize

Dr. George A. Akerlof — U.S., Economics 2001, Fulbright Scholar: India, 1967-68 **Dr. Joseph Stiglitz** — U.S., Economics 2001, Fulbright Fellow: United Kingdom, 1969-70 **Dr. Alan G. MacDiarmid** — New Zealand, Chemistry 2000 Fulbright Fellow: University of Wisconsin, 1950 **Dr. Douglass C. North** — U.S., Economics 1993 Fulbright Scholar **Dr. Erwin Neher** — Germany, Medicine 1991, Fulbright Fellow: University of Wisconsin at Madison, 1966

Dr. Trygve Haavelmo — Norway, Economics 1989, Fulbright Scholar: University of Chicago, 1957-58 **Dr. Susumu Tonegawa** — Japan, Medicine 1987, Fulbright Fellow: University of California, San Diego, 1963 **Dr. James M. Buchanan** — U.S., Economics 1986, Fulbright Scholar: Italy, 1955-56; United Kingdom, 1961-62 **Dr. Franco Modigliani** — U.S., Economics 1985, Fulbright Scholar: Italy, 1961-62 **Dr. Carlo Rubbia** — Italy, Physics 1984, Fulbright Fellow: Columbia University, 1958-59 **Dr. William Alfred Fowler** — U.S., Physics 1983, Fulbright Fellow: England, 1954-55 **Dr. Bengt Samuelsson** — Sweden, Medicine 1982, Fulbright Scholar: Harvard University, 1961 **Dr. Philip W. Anderson** — U.S., Physics 1977, Fulbright Scholar: Japan, 1953-54 **Dr. Rosalyn S. Yalow** — U.S., Medicine 1977, Fulbright Scholar **Dr. Milton Friedman** — U.S., Economics 1976, Fulbright Scholar: United Kingdom, 1953-54 **Dr. Wassily Leontief** — U.S., Economics 1973, Fulbright Scholar: France, 1961-62 **Dr. Paul Samuelson** — U.S., Economics 1970, Fulbright Scholar: Asia, 1972 **Dr. Hannes Alfvén** — Sweden, Physics 1970, Fulbright Scholar: University of Maryland, 1954-55 **Dr. Lars Onsager** — U.S., Chemistry 1968, Fulbright Scholar: England, 1951-52 **Dr. Hans Bethe** — U.S., Physics 1967, Fulbright Scholar: United Kingdom, 1955 **Dr. Robert Sanderson Mulliken** — U.S., Chemistry 1966, Fulbright Scholar: England, 1952-54 **Dr. Charles Hard Townes** — U.S., Physics 1964, Fulbright Scholar: France and Japan, 1955-56; Europe, 1972 **Dr. James D. Watson** — U.S., Medicine 1962, Fulbright Scholar: Argentina, 1986 **Dr. Emilio Segre** — U.S., Physics 1959, Fulbright Scholar: Italy, 1950 **Dr. Joshua Lederberg** — U.S., Medicine 1958, Fulbright Scholar: Australia, 1957 **Dr. Chen Ning Yang** — U.S., Physics 1957, Fulbright Scholar: Brazil, Venezuela, Poland, Egypt and Malaysia, 1974 **Dr. Felix Bloch** — U.S., Physics 1952, Fulbright Scholar: Israel, 1959

awards were made totaling approximately \$315,000 for proposals to create sustainable linkages with institutions around the world, including Russia, Romania, Botswana, Tanzania, China, Thailand, India, Mexico, Venezuela, Jordan, France, and others.

In addition, this year the Fulbright Scholar Program added a new global dimension to its array of programs. CIES, with support from the Bureau of Educational and Cultural Affairs, established the **New Century Scholars Program** to bring additional depth and visibility to the Fulbright Senior Scholar Program. Thirty research scholars and professionals from the United States and around the world have been designated New Century Scholars. This year they will focus their research on the topic: "Challenges of Health in a Borderless World." Their work will promote a deeper understanding of the social context within which societies and the global community shape their response to disease in a period of increased social mobility, global interdependence and rapid socio-economic change.

The New Century Scholars were announced at a briefing in early October at the National Press Club in Washington, DC. They met in October at the Rockefeller Foundation's Conference Center in Bellagio, Italy, to begin their project, which is being conducted under the leadership of Professor Ilona Kickbusch, Director of the Division of International Health in the Department of Epidemiology and Public Health at the Yale University School of Medicine.

Among the New Century Scholars are the head of the Russian Public Health Association studying the social determinants of health in Russia, an Indiana Professor of Law studying anarchy and disease, an Indonesian doctor and former NASA astronaut studying new approaches to decreasing maternal and infant mortality, a scholar from Harvard and one from Makerere University in

Uganda, both studying postwar psychotrauma on refugee populations in Bosnia and Africa.

Created to complement the traditional Fulbright Program, the new Fulbright **Senior Specialists Program** offers short-term grants of two to six weeks for both U.S. faculty and professionals. In its inaugural year, over 600 academics and professionals have applied, and 300 have been vetted and placed on a roster to be matched with requests from overseas host institutions. Senior Specialists collaborate with their overseas counterparts on curriculum and faculty development, institutional planning, and a variety of other activities. A unique aspect of the program is that it is managed online. Applicants get information, apply, are vetted by disciplinary peer review committees and the J. William Fulbright Scholarship Board, and notified of their grants – all electronically. The paperless process allows for quick turnaround, matching those on the roster with incoming program requests and administering grants via a central database. A host institution may have a Senior Specialist on its doorstep in as little as two months. For many U.S. academics and professionals, however, the best thing about the program is that it gives them the opportunity to participate in a Fulbright academic exchange for a time period that can be worked in among their myriad other commitments.

The **Humphrey Fellowship Program**, a Fulbright activity supported by the U.S. Department of State and other sponsors and administered by IIE since it began in 1979, brings mid-career professionals in the public sector 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 to public service.

NEW CENTURY SCHOLARS (l-r) Pratiwi Sudarmono, Department of Microbiology at the University of Indonesia, and Uthaiwan Kanchanakomol, Study and Development Center for Dental Public Health at Chiang Mai University in Thailand, chat with Distinguished Scholar Leader Ilona Kickbusch at their meeting in Bellagio, Italy.



Micah Levine

Through the fellowship experience, which includes academic work as well as conferences and professional attachments, they grow professionally, and develop networks of like-minded professionals around the world.

In 2001, with support from IIE's Fulbright Legacy Fund and the U.S. Department of State, IIE and State established a new initiative within the Humphrey Program, the **Humphrey Alumni Impact Awards**. These grants, to be offered annually, will allow Humphrey alumni to extend their U.S. training beyond their direct circle, reaching broader audiences and beneficiaries through dissemination, training and other means of spreading the impact of their Humphrey Fellowships to their home communities. Thirty-four project proposals were received in the first competitive round. A joint IIE/State Department review committee selected four projects for funding, including cervical cancer screening in Nigeria, conservation of indigenous fruit species in Malaysia, and training/materials for HIV/AIDS workers in China and in Ethiopia.

The Korean Humphrey Fellowship Alumni Association, in cooperation with the Korean Institute of Public Administration, convened the fourth annual reunion of Humphrey Fellows from East Asia and the Pacific in September 2001. The meeting, generously supported by the Korean government and the U.S. Department of State, focused on the changing role of government in the 21st Century.

The Nepal Association of Humphrey Fellows has also made plans for a regional conference of South Asian alumni, to be held in February 2002 in Katmandu, Nepal. The conference theme will be "Good Governance in South Asia: Problems, Opportunities and Strategies for Change." Some 70 Alumni from Nepal, India, Pakistan, Bangladesh and the Maldives are expected to attend.

-serving the education community

As the world leader in the exchange of people and ideas, 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 academic advising professionals who are intimately knowledgeable about U.S. higher education. The Institute's website, www.iie.org, offers data about international student mobility compiled by IIE's Higher Education Resources group. That data, published annually in *Open Doors*, is also available on the web at www.opendoorsweb.org. IIE's annual signature publications include *Academic Year Abroad* and *Vacation Study Abroad*, comprehensive directories of overseas study opportunities, which are now also available online as "IIE Passport." *IIE Networker* magazine and the ie.network.org website are additional ways IIE communicates with its member institutions here and abroad, and with professionals in the international education community.

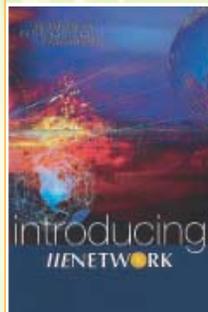
The Institute's Higher Education Resources Group provides a range of services and information to the higher education community. Our network of member institutions within the United States and abroad looks to IIE and its various websites as an authoritative source of information on issues and trends in international educational exchange.

With support from the Stavros S. Niarchos Foundation, IIE expanded its outreach to campuses around the world, and the several thousand international exchange professionals designated by those institutions to participate in the IIE Network.

With the goal of doubling the number of U.S. students studying abroad by 2005, IIE works closely with members and donors to expand such opportunities.

Recognizing the increasing importance of Asia to the U.S., the Freeman Foundation supported IIE in developing the **Freeman Awards for Study in Asia**, which enable U.S. students with a demonstrable financial need to study in Asia and promote study abroad by their peers upon their return home. This year 800 award recipients were selected in IIE's Freeman Asia program.

During this year's International Education Week, IIE organized a series of activities highlighting the importance of fostering international educational exchange; including a press conference releasing the Open Doors data on international student flows. The Honorable Patricia deS. Harrison, Assistant Secretary of State for Educational and Cultural Affairs was the featured speaker at this event. In a proclamation issued on November 13th, the first day of International Education Week, President George W. Bush acknowledged the importance of such exchange for all Americans if we are to remain engaged at the forefront of an ever more global world.



The **ASIA Fellows Program (AFP)**, established with a \$3.5 million grant from the Ford Foundation in 1998, completed its third year of operation under the general direction of IIE/CIES and a Bangkok based program director. The purpose of the AFP is to provide young Asian scholars and public intellectuals with opportunities for research and study in other parts of Asia and to create new knowledge about Asia.

This year the AFP gave grants to thirty fellows in a variety of fields from China, the Republic of Korea, and countries in South and Southeast Asia. Ten fellows from the first and second cohort were selected for follow-up grants that will enable them to extend their research and study in North America, Europe, and Japan. In May, at the AFP's first annual conference in Bangkok, fellows from the first and second cohort presented their research findings. An edited collection of the papers was published in September.



Left, IIE Executive Committee Chairman, Tom Johnson, congratulates Senator Charles Schumer on his receipt of the Stephen P. Duggan Award for International Understanding. Center, IIE Board Chairman, Henry Kaufman, reads the Duggan Award citation for United Nations Secretary General Kofi Annan. Susan Berresford, President of the Ford Foundation, is at right. Right, IIE Board member, Tilden LeMelle, and IIE Board Vice Chair, Diane Paton, present the Duggan Award to George Rupp, President of Columbia University, and their colleague on the IIE Board.

honoring new york

2001 INTERNATIONAL AWARDS DINNER

I love New York.

On November 27

at the Plaza...

More international students get their information about where to study in America from the Institute than from any other source. New York is their top destination. The city hosts more students and scholars from other countries than any city either in America or in history. New York and international education go together.

This year's honorees are all serving as powerful voices for learning about the world beyond one's borders. Each helped New York and the world respond to the events of September 11th in ways that kept our doors and minds open.

In accepting his award, Columbia University President George Rupp said:

I'm delighted to be here on behalf of Columbia. We've had a very long, historic relationship of cooperation between Columbia and IIE, going from Nicholas Murray Butler up to the time of Henry Kaufman and Allan Goodman. We're delighted for the very productive collaboration that we've had. I have to say that for me, personally, this is a wonderful award. My parents were both immigrants. And, so, interaction that is across cultures has always been important to me.

Senator Charles Schumer, another honoree observed:

We may never really fully understand what drove the terrorist responsible for the cowardly acts of that day. But, it's clear that their minds were closed long ago to any notion of tolerance, of understanding what another society is like, what makes people in other cultures proud of their own cultures. And, so, tragically, now, in our city, we have witnessed how devastating this lack of interaction, this lack of understanding can be. I think everyone here shares a dream, a world in which minds are open, in which we relish the opportunity to learn about other people and other cultures. And, we can draw from their strengths. That's what international education is all about at its core.



Julie Sharrett (A1)

IIE Trustees Tom Russo (left) and Henry Jarecki welcome the Secretary General and Mrs. Annan.

And United Nations Secretary General Kofi Annan, who first came to the United States on a Ford Foundation Fellowship, said:

International understanding is essential to world peace... Understanding between faiths, between nations, between peoples. Today, we know that just as no nation is immune to conflict or suffering, no nation can defend itself alone. We need each other, as friends, as allies, as partners, in a struggle for common values and common needs.

around the world

INTERNATIONAL OFFICES

The Institute works in communities around the world to help share ideas across borders and prepare a new generation of global citizens.

Through its network of offices in 15 countries outside the U.S., IIE provides educational and training programs, development assistance and advisory services to a variety of public and private sector agencies.

In **Asia**, IIE is represented in Bangladesh, China (Beijing and Hong Kong), India, Indonesia, the Philippines, Thailand and Vietnam, providing study and training opportunities for thousands of students and professionals each year. IIE's annual series of University Fairs bring together American higher education institutions and students in Asian countries seeking admission to U.S. campuses. The fairs, held in October 2001, continue to draw huge attendance, highlighting the continued interest in study in the U.S. even after the events of September 11th.

In **Egypt**, IIE provided training opportunities to thousands of people through USAID's

Development Training II Program. This initiative is helping to develop a cadre of future leaders in key sectors of Egyptian government, education and the private sector. IIE is also addressing crucial issues of reproductive health and HIV/AIDS through our leadership development program in cooperation with the Packard Foundation in Africa, Asia and Latin America.

In **Europe**, from its office based in Budapest, the Institute develops programs for U.S. students to learn more about the political and economic transition in Central Europe. Together with private and public partners, the Institute also promotes sustainable energy practices and clean technologies throughout the region. IIE's offices in Ukraine and Russia help train a new generation of leaders from the former Soviet Union through the Fulbright Program and the Ford International Fellowship Program.



IIE's office for **Latin America** based in Mexico City manages a number of scholarship programs for students, scholars and NGO leaders. In cooperation with USAID, IIE developed an English language-training program for NGOs in the Chiapas region, which helps staff from these organizations to participate fully in the international NGO debate.

Globally, IIE's offices assist the Educational Testing Service to develop and implement learning assessment tools for educational institutions, government and corporations. The offices also provide advice and guidance to students interested in study abroad. With support from the U.S. Department of State, several of IIE's offices abroad have fulltime advising staff who provide free and unbiased information to students interested in study in the

Each year IIE hosts a series of University Fairs throughout Asia which bring representatives of American colleges and universities together with the thousands of students interested in studying in the U.S. On October 9th, a group of students and dignitaries cut the ribbon, opening the University Fair in Ho Chi Minh City, Vietnam.

U.S., helping them identify the campuses and programs most appropriate for their needs. These students, among the best and brightest in their home country, bring back vital knowledge to develop their home countries and economies, while also making a significant intellectual and financial contribution to the U.S. campuses and communities during their stay in the U.S.

IIE also works closely with corporate foundations, such as Goldman Sachs, Lucent Technologies and the GE Fund to identify future leaders and provide them with the resources and skills to succeed in the 21st Century.

regional offices

MIDWEST REGIONAL CENTER

The IIE Midwest Regional Center manages the Fulbright Fellowships of approximately 500 international students and 225 students from Midwest campuses who study, teach or conduct research abroad.

The 2000 Census was the basis for the **Fulbright Enrichment Seminars** this year, and in Chicago, the Seminar topic was "Restoring the City Environment: The U.S. Census in the Urban Community." Fulbrighters heard presentations from census bureau experts, academic sociologists and demographers and community leaders. They also visited local urban renewal sites where they could observe this process within socially and culturally diverse communities.

The **National Security Exchange Program** trains undergraduates to improve language skills and intercultural understanding, focusing on geographic areas where there is a particular need for that competence. Upon the completion of the program, NSEP participants, also known as David L. Boren Scholars, have a required period of public service. This year, 29 NSEP Boren Scholars were selected from applicants in the Midwest Region.

IIE Midwest also has its own study abroad scholarship program and this year selected 19 students from a total of 382 applicants.

Again this year, the **Japanese Intercultural Academy of Municipalities** sent a group of local government employees from throughout Japan to the U.S. for orientation visits with municipal administrators. Forty-four JIAM participants visited Chicago where they



As a part of the Fulbright Enrichment Seminar series, students have an opportunity to visit neighborhoods in the community. Here, a group of seminar participants on a tour of the city of Chicago are photographed along the Chicago River.

were exposed to topics ranging from environmental protection and health care to public access television. They also visited municipal and cultural landmarks in the city.

In November, the Midwest Regional Center hosted its annual gala honoring The Honorable Robert D. Stuart, Jr., formerly U.S. Ambassador to Norway and chairman of The Quaker Oats Company. Stuart is a distinguished corporate leader and public servant who helped to make international educational exchange programs central to American diplomacy through the scholarship fund he established for emerging leaders.

regional offices

ROCKY MOUNTAIN REGIONAL CENTER

The terrorist attacks of September 11th brought the Institute's mission, "Opening Minds To The World," into sharp focus. Always important, it had suddenly become urgent.

In the aftermath, IIE soothed the nerves of international students worried about their status in a country suddenly at war against terrorists, some of whom looked like the students themselves. We helped create a series of public service announcements highlighting the presence of diverse populations in our midst and the need for tolerance and understanding. The Institute held a seminar featuring diplomats who brought their perspectives to the current crisis. IIE hosted a teleconference "Town Meeting" with UN Secretary General Kofi Annan to discuss responses to the crisis. And it wrote to the local paper regarding why international education is one of the few long-term hopes for a world rife with misunderstanding and distrust.

Central to the mission of IIE and its Regional Centers is the creation of opportunities for the exchange of ideas and experiences among business, civic and academic leaders from around the world. The Rocky Mountain Regional Center created such opportunities for 3,000 of the region's residents in the last 12 months. Terrorist acts must not be allowed to disrupt an activity whose purpose is to support peace-making and international understanding through education. Seventeen days after the attacks, the Regional Center held a major international event in Denver, **The Diplomats Ball**, attended by 400 guests and official representatives from 33 nations.



On June 13, former Wyoming Senator Alan K. Simpson spoke at a luncheon celebrating the 50th anniversary of the Institute's Rocky Mountain Regional Center. Here he is pictured with, from left, Nancy Petry, IIE President and CEO Allan E. Goodman, and Rocky Mountain Regional Director Karen DeBartolomei.

As the U.S. Department of State's official host agency for international visitors to Denver, the Regional Center hosted 85 visits by 26 emerging leaders selected by U.S. embassies abroad during the past year. The Regional Center arranged meetings with local business and civic leaders for these visitors, and more than 100 visitors were hosted for dinner in homes of community volunteers in the Denver area.

The Regional Center also runs the **Denver World Affairs Council**, through which 14 leading experts last year presented their views on topics such as international journalism, Islam, globalization, U.S.- Russian relations, global warming, the European Union, Africa and the world economy.

In assembling the global coalition to fight terrorism, President Bush called over 100 world leaders, over half of whom had visited or been educated in the U.S. through one of the public diplomacy initiatives that IIE administers on behalf of the U.S. Department of State, including the International Visitor Program, the Fulbright Program, the Hubert Humphrey Program. All of these programs have a daily presence in Denver through the Rocky Mountain Regional Center; all help to create a safer, more secure world.

For the past 50 years, IIE has helped the Rocky Mountain region's business and civic leaders build global connectedness.

regional offices

SOUTHERN REGIONAL CENTER

The Southern Regional Center, based in Houston, has promoted international exchange throughout the region by administering programs at the national, regional, and local levels since 1952.

In September, IIE/Southern honored longtime supporter Mrs. Eleanor McCollum at its International Gala. Mrs. McCollum's late husband, L.F. McCollum, played a central role in the inception of the Southern Regional Center fifty years ago.

This year, IIE/Southern was selected to administer the new Benjamin A. Gilman International Scholarship Program. The Gilman Program provides awards for meaningful international study to undergraduates with demonstrated financial need.

The program attracted nearly 3,000 applications from all fifty states, the District of Columbia and Puerto Rico in its first annual cycle and gave awards of up to \$5,000 to over 300 outstanding undergraduates.

Over 340 international Fulbright students, studying in programs at some 60 universities in the region, receive support and assistance from the Southern Regional Center. IIE staff travel to campuses across the region, visiting foreign Fulbrighters and promoting international exchange programs for U.S. students.

IIE/Southern is the Houston area facilitator in the U.S. Department of State's International Visitor Program, which brings emerging leaders chosen by U.S. embassies to



Fulbrighters wearing Mardi Gras beads, with publisher Errol Laborde (in jacket and tie), who spoke on multicultural New Orleans at the Fulbright Enrichment Seminar. Over 130 foreign Fulbrighters visited public schools and met with leaders in education and government. New Orleans Mayor Marc Morial officially proclaimed a "Fulbright Day" in the city.

this country for professional, cultural, and interpersonal learning opportunities. This year the center designed over 90 programs for some 330 international visitors. Those visitors ranged from Russian theater directors, to African journalists and environmentalists, to rural mayors from Ecuador. Local volunteers are critical to the success of the International Visitor Program. Volunteers host visitors in their homes for meals and conversation, adding a personal touch to their experience of the U.S.

Thousands of Houston-area school children learn about the wider world through IIE/Southern's Educational Outreach Program, an International Speakers Bureau, which sends

trained volunteer speakers who can present a program on a number of different countries to a classroom. This year, Houston's school outreach efforts focused on teaching primary and secondary students about the Islamic World, a focus selected prior to the September 11 attacks. International Visitors and international graduate students also regularly visit classrooms to speak about their countries of origin, a valuable opportunity for both visitors and students.

regional offices

WEST COAST REGIONAL CENTER

With support from the David and Lucile Packard Foundation, IIE's West Coast Regional Center is implementing a new Leadership Development Mechanism Program for reproductive health and population issues.

The goal is to strengthen 300 established leaders and the next generation of emerging leaders to enable them to expand reproductive health choices and services in countries with some of the highest population growth rates and a growing HIV/AIDS prevalence.

West Coast corporations such as Levi Strauss & Co., Chevron, Raychem, Dole Food and LSI Logic look to the Institute to help them gain an edge in the exploding global marketplace. To meet their business and philanthropic goals around the world, IIE offers a range of professional management services, including Children of Employee Scholarships. Scholarships for international employees' chil-

dren and other family members are a key employee benefit that builds staff loyalty, morale and retention while contributing to host-country goodwill. One program participant, Kamonyi Katanga, a recipient of the Chevron Corporation REACH International Scholarship for Children of Company Employees from the Democratic Republic of Congo wrote to IIE:

"This is investing in people and in the future — like the Chinese say 'If you want one year of prosperity, grow grains; if you want ten years of prosperity, grow trees; if you want one hundred years of prosperity, grow people.' Chevron seems to understand this."

The Cisco Learning Institute Scholarship Program administered by IIE West Coast Center awards up to \$1000 per year to Cisco Networking Academy graduates around the world. The scholarships provide higher education opportunities in math, science or computer-related studies. Students apply for the scholarship online in French, Spanish or English. Since its inception just a year ago, the program has supported more than 250 young people in 12 countries.

Community and business leaders reaffirmed their commit-



Linda R. Meier, Chair, Advisory Board, Barbara Barrett, Craig Barrett, CEO Intel, Fulbright Alum and recipient of the IIE Distinguished Service Award join Karin Eisele, Executive Director and William H. Draper, III, Chairman's Council, at the Annual West Coast Dinner.

ment to international education at the annual gala dinner in San Francisco on November 19th. During the evening the IIE Distinguished Service Award was presented to Dr. Craig Barrett, President and CEO of Intel Corporation, and a Fulbright student in Denmark in 1972.

The award citation noted that Barrett dedicates much of his personal and professional life to education and to forging partnerships between education, government and business. And Intel, a great advocate of education, shares a dedication to the exchange of ideas and knowledge around the world. In his remarks, Barrett noted:

"It is clear to me from the recent events that no nation can really stand separated from the rest of the world. It's also clear if you are in the business

area that no company or no business can stay separated from what goes on in the rest of the world...that you are integrally tied in the world's economy."

Each year IIE West Coast Regional Center student advisors visit campuses to meet with students and faculty as they supervise the nearly 400 Fulbright students in the region. In addition, the Center's staff conducts a variety of activities to enhance the Fulbright experience for both students and scholars. These include leadership convocations and roundtable discussions, enrichment seminars and a variety of cultural activities.

programs and sponsors

Programs

In fiscal 2001 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

Community College Development

Democratic Development

Education

Energy

Environment

Health

Human Rights Staff Development

Institutional Development/Advisory Services

International Relations

Language Teaching and Assistantships

Leadership Development

Nongovernmental Organization Development

People with Physical Disability

Population

Reproductive Health

Science and Technology

Social Science

Teacher Development – Primary and Secondary

Teacher Development – Primary and Secondary

Teacher Development – Primary and Secondary

EDUCATIONAL SERVICES

Advising

Conferences and Colloquia

Publications

Testing

U.S. Higher Educational Fairs

U.S. Higher Educational Fairs

U.S. Higher Educational Fairs

CORPORATE AND INSTITUTIONAL SERVICES

Awards Programs

Children of Employee Scholarship Programs

Children of Employee Scholarship Programs

International Purchasing

Recruitment Tools

Sponsors

In fiscal 2001, 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

ABB, Inc.

American Airlines

American Chambers of Commerce

American Overseas Petroleum

The American University

American University in Cairo

AMIDEAST

Association for Investment Management and Research

Association of Professional Schools of International Affairs

AT&T (Hong Kong), Inc.

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Civil Engineering Research Foundation/International Institute for Energy Conservation

Civil Engineering Research Foundation/International Institute for Energy Conservation

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Miami-Dade Community College, Wolfson Campus

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Morgan Stanley Fund

National Association of State Development Agencies

Newmont Mining Corporation

New York Community Trust

Nexant, Inc.

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The Bernard Osher Foundation

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Quadrille Ball Committee of the Germanistic Society of America

The Rockefeller Foundation

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Secondary School Admission Test Board

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Studio Art Centers International

Swiss-AT-Vietnam Management Development Programme

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Texaco Corporation

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Toyota Motor Sales, U.S.A., Inc.

TRW Foundation

Tulane University

regional advisory boards

Members of the regional advisory boards are outstanding business, academic, and civic leaders in their respective regions. Lists include those members serving as of December 31, 2001.

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Danish Ministry of Foreign Affairs
Department of Agriculture - Philippines
Government of Croatia
Government of France
Government of Italy
Government of Japan
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Indian Ministry of Non-Conventional Energy Sources
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Ministry of University Affairs/Thailand
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Rajabhat Institute Suan Sunandha/Thailand
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Republic of Korea, Ministry of Government Affairs and Home Administration
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Taiwan Environmental Protection Agency
The Office of National Education Commission/Thailand

OVERSEAS PRIVATE SECTOR/ INTERNATIONAL ORGANIZATIONS

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American-Indonesian Exchange Foundation
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Centro Boliviana Americano
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Special Events

New York Headquarters

ANNUAL AWARDS DINNER

On November 27, 2001, IIE hosted its International Awards Dinner at The Plaza in New York City. The Stephen P. Duggan Award for International Understanding was presented to U.S. Senator Charles Schumer, to Columbia University President and IIE Trustee, George Rupp, and to the Secretary General of the United Nations, Kofi Annan. As entertainment for the evening's guests, an ensemble of classical musicians from around the world studying music on the Fulbright Program in the New York City area, under the direction of Juan Carlos Rivas, also a Fulbrighter studying opera conducting, performed the Adagio from Mahler's Fifth Symphony.

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Rocky Mountain Regional Center

DIPLOMATS BALL

On September 28th, seventeen days after the terrorist attacks, IIE's Rocky Mountain Regional Center held its third annual Diplomats Ball. This Gala raises funds for a study abroad scholarship in honor of the Consular Corps of Colorado in addition to providing support for the community outreach activities of IIE's Denver office. More than 400 people attended, including diplomatic representatives from 33 countries.

Chair

Felicia Muffic

50TH ANNIVERSARY LUNCHEON

IIE's Rocky Mountain Regional Center celebrated its 50th Anniversary with a special luncheon on June 13th featuring a speech by Senator Alan Simpson (R-Wyoming). The luncheon was attended by 135 friends of IIE and Senator Simpson.

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Southern Regional Center

2001 INTERNATIONAL GALA

IIE/Southern Regional Center hosted its longtime supporter Mrs. Eleanor McCollum at its International Gala, held on September 22, 2001 at the Westin Oaks Hotel. Mrs. McCollum and her late husband, L. F. McCollum, have supported the Southern Regional Center since commanding a central role in its inception in 1952.

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West Coast Regional Center

ANNUAL DISTINGUISHED SERVICE AWARDS DINNER

At a festive evening on November 19th, 2001 IIE West Coast Center honored Dr. Craig R. Barrett, Fulbright Alum and president and chief executive officer of Intel Corporation with the IIE Distinguished Service Award. The honor recognizes individuals who have contributed significantly to furthering education and cultural exchange around the world. The evening gave the social, cultural and business leaders of the Bay Area an opportunity to reaffirm their own commitment to international education.

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financial statements

IIIE's financial statements are audited on an annual basis by Arthur Andersen LLP. The Statements of Financial Position, as of September 30, 2001, and the related Statement of Activities for the year ended September 30, 2001 are part of IIIE'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, 212-984-5427.

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

INTERNATIONAL EXCHANGE OF PERSONS

IIIE 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. IIIE also arranges training in third countries. IIIE conducts the nationwide competition for Fulbright grants for US scholars and graduate students. IIIE's programs are supported by individuals, corporations, foundations, US government agencies, foreign governments, nongovernmental organizations and educational and cultural institutions.

SCIENTIFIC COOPERATION ACTIVITIES

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

SHORT-TERM INTERNATIONAL VISITORS

IIIE 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 IIIE'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

IIIE's Research Division tracks international student flows and, with US government support, publishes its findings annually in Open Doors.

IIIE also publishes comprehensive directories of study-abroad programs (available at www.iiepassport.org) and provides information on international study through its website (www.iie.org). IIIE also offers more targeted information to international educators on IIE member campuses.

OVERSEAS OFFICE AND REGIONAL CENTER ACTIVITIES

IIIE 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. IIIE'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.

Midwest Regional Center

AN EVENING WITH HENRY KAUFMAN

The IIE Midwest Regional Center Benefit Dinner featured Dr. Henry Kaufman, Chairman of the Board of Trustees of the Institute of International Education, on November 6, 2001, at the Ritz-Carlton Hotel, Chicago. Regional Advisory Board Chairman Emeritus, Robert D. Stuart, Jr., received the Stephen P. Duggan Award for International Understanding in recognition of his lifetime of commitment to the Institute's mission. Proceeds from the Gala provide international scholarships to students in the Midwest Region.

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Statement of Financial Position

As of September 30, 2001 with comparative totals as of September 30, 2000

	2001	2000
ASSETS		
Cash and cash equivalents	\$ 19,055,658	\$ 7,532,721
Reimbursable expenditures under contracts in progress, net	5,386,310	9,641,286
Contributions receivable	12,416,039	3,675,858
Investments, at market value	45,855,546	54,675,050
Prepaid expenses and other assets	3,447,016	2,050,185
Building, furniture, equipment and leasehold improvements, net	21,261,262	9,360,397
Total assets	<u>\$ 107,421,831</u>	<u>\$ 86,935,497</u>
LIABILITIES AND NET ASSETS		
LIABILITIES:		
Accounts payable and accrued expenses	\$ 4,969,852	\$ 8,197,541
Sponsored funds received in advance	12,806,489	9,577,180
Deferred income	62,499	10,712,370
Note payable	22,602,452	-
Total liabilities	<u>\$ 41,021,292</u>	<u>\$ 28,487,091</u>
COMMITMENTS AND CONTINGENCIES		
NET ASSETS:		
Unrestricted	19,237,143	18,043,163
Temporarily restricted	42,163,622	35,500,666
Permanently restricted	4,909,774	4,904,577
Total net assets	<u>66,400,539</u>	<u>58,448,406</u>
Total liabilities and net assets	<u>\$ 107,421,831</u>	<u>\$ 86,935,497</u>

Statement of Activities

For the year ended September 30, 2001

	2001				2000	
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Total	
REVENUES						
Sponsored programs	\$ 152,212,537	\$ -	\$ -	\$ 152,212,537	\$ 129,034,076	
Contributions	843,882	13,511,654	-	14,355,536	13,239,535	
Investment income	1,351,320	1,391,142	-	2,742,462	3,076,203	
Unrealized (depreciation) appreciation in fair market value of investments	(6,610,256)	(1,550,501)	-	(8,160,757)	2,906,892	
Sales of publications	344,821	-	-	344,821	185,722	
Special events-						
Contributions	1,175,780	-	-	1,175,780	1,609,472	
Direct costs	(118,782)	-	-	(118,782)	(56,592)	
Net revenues from special events	1,056,998	-	-	1,056,998	1,552,880	
Membership fees	259,076	-	-	259,076	304,136	
Other revenue	399,787	-	5,197	404,984	1,337,770	
Total revenues	149,858,165	13,352,295	5,197	163,215,657	151,637,214	
Voluntary services	140,870	-	-	140,870	-	
Net assets released from restrictions-						
Satisfaction of program restrictions	6,689,339	(6,689,339)	-	-	-	
Total revenues and net assets released from restrictions	156,688,374	6,662,956	5,197	163,356,527	151,637,214	
EXPENSES						
Sponsored programs-						
International exchange of students and scholars	141,191,680	-	-	141,191,680	115,716,392	
Development training and assistance	6,764,400	-	-	6,764,400	5,638,446	
Short-term international visitors	4,128,193	-	-	4,128,193	4,148,191	
Educational services	4,497,213	-	-	4,497,213	3,833,351	
Total sponsored programs	156,581,486	-	-	156,581,486	129,336,380	
Institute, educational and information services-						
Research, publications and information services	910,619	-	-	910,619	1,150,138	
Overseas and regional office activities	745,570	-	-	745,570	617,540	
Total Institute, educational and information services	1,656,189	-	-	1,656,189	1,767,678	
Total program services	158,237,675	-	-	158,237,675	131,104,058	
Supporting services-						
Management and general	4,401,718	-	-	4,401,718	3,801,399	
Fund-raising	1,047,682	-	-	1,047,682	711,981	
Program development	1,193,002	-	-	1,193,002	898,134	
Total supporting services	6,642,402	-	-	6,642,402	5,411,514	
Volunteer service/in-kind contribution expense						
Total expenses	165,020,947	-	-	165,020,947	136,691,747	
(Decrease) increase in net assets before unusual item	(8,332,573)	6,662,956	5,197	(1,664,420)	14,945,467	
UNUSUAL ITEM -						
GAIN ON SALE OF BUILDING, net	9,616,553	-	-	9,616,553	-	
Increase in net assets	1,283,980	6,662,956	5,197	7,952,133	14,945,467	
NET ASSETS, beginning of year	18,043,163	35,500,666	4,904,577	58,448,406	43,502,939	
NET ASSETS, end of year	\$ 19,327,143	\$ 42,163,622	\$ 4,909,774	\$ 66,400,539	\$ 58,448,406	

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