

impact 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, international education opens minds.

About the Institute of International Education

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.

What is 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 expand the capacity of individuals and institutions to address global development challenges in the new millennium | 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 this century, 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.



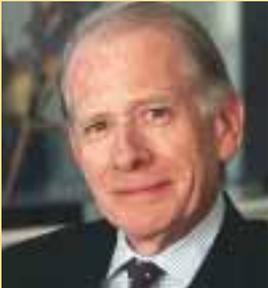
impact

IIE Offices Worldwide: Bangladesh | Brazil | China
| Egypt | Hungary | India | Indonesia | Kazakhstan | Mexico | Philippines | Russia
| South Africa | Thailand | Ukraine | Vietnam | United States: New York |
Washington, DC | Chicago | Denver | Houston | San Francisco

Chairman's and President's Message

Few non-profit organizations are as large as the Institute or as global. Our size, experience, and strategic partnerships enable us to work in over 175 countries. We provide international educational exchange and development training opportunities to over 20,000 participants annually. If IIE were a university, only 135 in the U.S. would be bigger. Forty-four alumni have won the Nobel Prize.

Those we help go on to help so many others. For example, Martin Fisher, who went to Kenya on a Fulbright in 1985, invented a human-powered irrigation pump that, according to *Newsweek*, is now used by 24,000 Kenyan farmers, increasing their income more than tenfold.



In India, inspired by the GE Foundation scholarship that enabled her to pursue a master's degree in engineering, Ms. P. Shwetha Reddy helped to create a student-run "*Abhyudaya*" ("rising prosperity") fund that provides school fees, textbooks, and school uniforms to assist poor students to continue their education.

In Egypt, after completing a USAID-sponsored training program at George Washington University's Pediatrics Hospital, Dr. Nader Mahmoud Fathi and Dr. Nevine Elwan returned home to develop an Intensive Care Unit for newborns at the Damanhour National Medical Institute, which now serves 90 newborn babies each month. They also train doctors and nurses from other hospitals in neonatal medical care, and share their expertise nationwide through the Healthy Mother/Healthy Child project, a partnership between USAID and the Egyptian Ministry of Health.



And through the recently established Scholar Rescue Fund — the initial operations of which were supported by Institute Trustees and the Open Society Institute and which just received an endowment gift of \$1 million from Ford Foundation — IIE has enabled some 30 professors to practice their profession in environments beyond the reach of assassins, terrorists, and secret police death squads. We invite you to visit www.iie.org/impact/ to learn more.

IIE is approaching its 85th anniversary. Over the years, America and the world have benefited enormously from the international exchange of people and ideas. Some of the international students and scholars that are here today — and those we will select in the years ahead — will win the Nobel prizes of the future. In the process, they may well discover the cure for cancer and a vaccine for HIV/AIDS. Others will become the leaders of the governments upon which ultimate success in the wars against poverty, disease, and terrorism will depend.

We are deeply grateful to our many partners — governments, foundations, corporations, and generous individuals — for supporting the work you will read about in this report.



Thomas S. Johnson
Chairman



Allan E. Goodman
President and Chief
Executive Officer

Highlights of the year

Scholar Rescue Fund | The Scholar Rescue Fund supports fellowships for scholars whose lives and work are threatened, providing them temporary refuge at universities and colleges outside their home country. There they will continue to share their talents and expertise with students, colleagues and the community at large, beyond the reach of assassins and terrorists. Like earlier generations, many of these scholars will return home when conditions have improved to help rebuild universities and societies ravaged by conflict, repression and fear. The fund builds on the work done on an *ad hoc* basis by the Institute since its founding.

The Fund was established in 2002 under the leadership of IIE Trustees Dr. Henry Jarecki, Jeffrey Epstein, and Thomas

Population Programs | Responding to population pressures and health concerns worldwide, IIE/West Coast Regional Center established a new Population Programs Division, which is currently implementing two major projects.

A grant from The William and Flora Hewlett Foundation will enable IIE to conduct the *Census of Human Capacity In Population*, a global survey of human capacity in the fields of reproductive health and population in at least 50 developing countries. To date, data has been collected from 650 experts representing 47 organizations and universities in 80 developing countries.

And since 2001, the Leadership Development Program in Population and Reproductive Health has added to the capaci-

impact

I am a scientist — a rice-breeding specialist. In Cote d'Ivoire, I worked for more than 10 years at the West Africa Rice Development Association, the largest and most important rice research project in the region. In 2002 a civil war reignited in my country. WARDA's research in Cote d'Ivoire was devastated. Our researchers have been threatened and forced to flee. I feel very blessed that with help from IIE's Scholar Rescue Fund, I am able to continue my research at Cornell University.

This will have important implications for sustainable agriculture in West Africa, one of the world's most ecologically fragile environments where the demand for rice is growing faster than any other region in the world. It will help to reduce hunger for generations to come.

— Dr. Mande Semon, Remarks at the IIE International Awards Dinner, September 25, 2003

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Russo, and with the support of George Soros and the Open Society Institute. Since its inception, the Fund has received requests from scholars at risk in 80 countries. The Fund recently received a lead gift of \$1 million from Ford Foundation toward an endowment goal of \$10 million.

Gilman Scholarships | The Benjamin A. Gilman International Scholarship program is a vital source of funding for undergraduate international exchange. Sponsored by the U.S. Department of State and administered by IIE's Southern Regional Center, the program provides grants for U.S. undergraduates to study abroad for up to an academic year. The program serves students of limited financial means who have been historically underrepresented in study abroad. The 884 Gilman Scholars selected to date come from all 50 states and have studied in 65 different countries. Upon return to the U.S., scholars complete a service project to promote international understanding in their home community.

ty of reproductive health and population leaders by means of training opportunities abroad and in the U.S. Supported by The David and Lucile Packard Foundation, the Institute has selected over 300 leaders from Ethiopia, India, Mexico, Myanmar, Nigeria, Pakistan, Philippines and Sudan. They play a strategic role in addressing adolescent reproductive health, reproductive health service delivery, and HIV/AIDS issues.

Promoting Development in Egypt | The Institute's largest international office is in Cairo where we work on behalf of the USAID Mission in support of the Government of Egypt's long-term development plan. Since 1997, IIE has provided short and long-term training to enhance the professional and managerial capacity of Egyptians within organizations affecting key development sectors. Through 2003, over 70,000 public servants, teachers and other professionals have participated in courses in Egypt, the U.S., and the Near East region.

In June, our Development Training II (DT2) project team in Cairo conducted the first Egyptian Leadership Forum in partnership with USAID and the Future Generation Foundation, a local NGO. The Forum brought together 45 young leaders from the public and private sectors for three and a half days to share reflections about the reasons for their success (and failures), the role that education and training in the U.S. played, and to identify how progress and solutions in one area can contribute to positive developments in others.

The Forum was made possible by a gift from Ambassador Robert Stuart, who for many years chaired the Institute's Midwest Regional Advisory Board, and support from the USAID Mission in Cairo.

from the Muslim world to U.S. universities and colleges that lack extensive academic programs on Islam. Scholars in the humanities and social sciences teach, interact with the wider community and serve as resources on Islam. The program is privately sponsored by grants from The William and Flora Hewlett Foundation, the Carnegie Corporation of New York and the Rockefeller Brothers Fund.

Goldman Sachs Global Leaders Program |

The innovative Goldman Sachs Global Leaders Program was created to identify and support the talents of 100 outstanding second-year college students on an annual basis worldwide. One quarter of the first class of U.S. Global



Islamic Initiatives | Two Visiting Specialist programs administered by IIE's Council for International Exchange of Scholars expand knowledge about the Islamic world in the United States.

Fulbright Visiting Specialists: Direct Access to the Muslim World, supports visits by scholars and professionals from the Middle East and other Muslim countries who are former Fulbrighters. They visit American institutions that desire to enrich their understanding of Islamic, Middle East, North African and South Asian societies and cultures.

Understanding Contemporary Islam, a program of The American University of Beirut and CIES, is sending scholars

Leaders has gone on to win Rhodes, Marshall, Truman, Gates, and Fulbright fellowships.

The Goldman Sachs Foundation and IIE created a program feature that allows Global Leaders to apply for seed grant funding for projects that encourage social entrepreneurship and continued development of leadership opportunities. Alumni of the program can apply on a competitive basis for grants to support projects that they are developing. To date, eight grants have been awarded, including one to a team of three alumni for a project that they designed in 2001 when they worked together during the program's annual Global Leadership Institute. Still just

Left: Joel Johnson from Berea College studied international business and marketing in Ghana with help from the Benjamin A. Gilman International Scholarship Program, which has assisted nearly 900 students with high financial need to study in over 60 countries world-wide, many in non-traditional destinations. Right: U.S. Ambassador to Egypt, C. David Welch (right), is greeted by IIE President and CEO, Allan Goodman, and IIE's Development Training II Chief-of-Party, Elizabeth Khalifa, at the first Egyptian Leadership Forum conducted by IIE in partnership with USAID and the Future Generation Foundation, a local NGO.

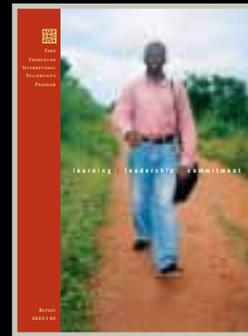
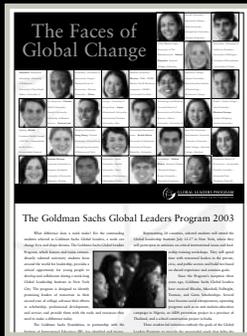
undergraduates, the three students conceived of a plan to build a primary school to bring basic education to poor students in the state of Uttaranchal, North India, in the Himalayas. The grant and their leadership training allowed the students to find partners to help them turn their vision into reality. They created an international non-profit, *Zindagi India*, and are currently raising funds for their school. Construction on the school began in September 2003, and the students have enlisted the support of a Delhi School of Economics professor who is an expert on basic education in India.

Heiskell Awards For Innovation In International Education | In 2001, IIE created the Andrew Heiskell Awards to honor Mr. Heiskell's more than twenty years of service as an IIE Trustee and, simultaneously, to recognize outstanding initiatives in international higher educa-

At a previous ceremony held in New York City on January 27, the award in the Internationalizing the Campus category was presented to Chatham College for its *Global Focus Program*. See the IENetwork website, www.iienetwork.org.

Ford Foundation International Fellowships Program | In 2000, Ford Foundation and the Institute launched the Ford Foundation International Fellowships Program. Through a new entity based at the Institute, the International Fellowships Fund, this 10-year, \$280 million program provides graduate fellowships for exceptional, yet disadvantaged individuals with academic promise and proven leadership potential. In its first three years, the IFP received more than 40,000 applications.

The 1100 fellows selected from social groups and communities that lack systematic access to higher education, will use their education to become leaders in their respective



tion by the 800 IENetwork member institutions.

The second annual Andrew Heiskell Awards for Innovation in International Education were presented on May 14 at a ceremony held at the Dirksen Senate Office Building on Capitol Hill in conjunction with the IIE Spring Board meeting in Washington, DC. The award in the category of Study Abroad was presented to Fox Valley Technical College for the *Transatlantic Automotive Technology Project*. The award for Outstanding Faculty Program was presented to Colorado State University for the *International Development Studies Faculty Mentoring Program*.

fields, furthering development in their own countries and greater economic and social justice throughout the world. The IFP responds to the world's need for new leaders with direct knowledge of society's worst problems and inequities, and a sense of moral urgency about them.

IIE in Washington, DC | The IIE Board of Trustees held its spring meeting in Washington, DC. At a luncheon on Capitol Hill, it conferred the Stephen P. Duggan Award for International Understanding on Senate Majority Leader, Bill Frist, M.D. and Senator Patrick J. Leahy. Both are committed

Left: *The Goldman Sachs Global Leaders Program* was featured in an Op-Ad in the *New York Times* in July 2003. Center: *Stephanie Bell-Rose, President of The Goldman Sachs Foundation, and Leonard Lauder, Chairman of the Estée Lauder Companies, Inc. with student Global Leaders at the Goldman Sachs Global Leadership Institute* in July 2003. Photos: Shawn Baldwin. Right: *Ford Foundation International Fellowships Program alumnus Simon Bawakyillenuo, from northern Ghana, completed his master's degree in environmental policy at the University of Hull, UK. IFP is the largest single program ever supported by Ford Foundation.*

internationalists and advocate a substantial increase in the foreign aid accounts to help combat so many of the ills of the world. In his acceptance remarks, Senator Frist spoke about the personal impact of his exchange experience during his medical training in the United Kingdom. Senator Leahy spoke of the need for the U.S. to step up to its responsibilities and adequately fund programs to address worldwide societal issues.

United Nations Fulbright Fellowship Program

On September 27, 2002 United Nations Secretary General Kofi Annan announced the launch of the U.N. Fulbright Fellowship Program. The program was created through a partnership between IIE and the United Nations Foundation/Better World Fund.

Under the program, selected Fulbright grantees from developing countries will extend their study or research

nations, from riots to civil wars and secessionist movements, and how such conflicts can be prevented. The scholars, many from regions experiencing prolonged ethnic and sectarian conflict — Northern Ireland, Macedonia, Sri Lanka, Africa, and Pakistan — collaboratively examined causes of and proposed remedies for conflicts during the year.

In November, the United States Institute of Peace in Washington, D.C. hosted the 2002-2003 NCS Final Plenary Seminar entitled “Fanning the Flames, Putting out the Fire: Ethnic Conflicts and the Peace Process.” It highlighted the work of the scholars on topics such as peace-making and reconstruction, ethno-religious conflicts, cross-border ethnic identity and diasporas, the clash of tradition and modernity, emigration and immigration as factors in multiculturalism, effects of refugee resettlement on the creation of new civil societies, and stateless nations.

In August, the first Fulbright New Century Scholars Global



through a practical training placement with a United Nations department or office.

This year, with the U.S. rejoining UNESCO, the program was expanded to include a UNESCO Fellowship Program for U.S. Fulbright students to spend six months at the UNESCO field office in the country where they studied during their Fulbright grant.

New Century Scholars | Peace was the topic for the second year of the New Century Scholars Program, which explored how and why conflicts occur within and between

Health Summer Course: “Globalization and Public Health in Latin America” was held in Cuernavaca, Mexico as part of the Mexican National Institute of Public Health’s annual international Summer Program on Actualization in Public Health and Epidemiology.

Internationalization Workshops | In December, IIE Network hosted university workshops, entitled *Tools for Strengthening Internationalization and Networking*, in Thessaloniki, Greece and Sofia, Bulgaria, with generous support from the Stavros S. Niarchos Foundation.

Left: IIE Vice Chairman Diane Paton presents the Heiskell Award to Martha A. Denney and Alicia Skinner Cook of Colorado State University at a luncheon on Capitol Hill in May. Center: Senator Patrick J. Leahy pictured with IIE Trustee Henry Jarecki and IIE Chairman Tom Johnson with the Stephen P. Duggan Award for International Understanding at a luncheon on Capitol Hill. Right: Senate Majority Leader Bill Frist, M.D. pictured with IIE Trustee Dolores E. Cross, Visiting Scholar and Professor in Education at DePaul University. Photos: Photographics.

The workshops were attended by representatives from international offices from both public and private universities, as well as higher education ministries. The participants, most of whom have had few professional development opportunities, found that these provided them with the tools to promote internationalization at their institutions as well as the skills to network effectively with institutions and individuals across Europe and the United States.

Foreign Language Teaching Assistants from the Islamic World |

In 2003, 50 English teachers from Islamic countries arrived to study and serve as native language instructors at U.S. colleges and universities. This extension of the Fulbright Program is reaching into new communities across the U.S. Teaching Assistants from Uzbekistan, Morocco and Turkey have been named honorary citizens of South Dakota. They and the other

Leadership Award, and composer, conductor, and Fulbright alumnus, Lukas Foss, with the Fritz Redlich Alumni Award.

BP, among the largest hydrocarbon companies in the world, is committed to fostering new standards of ethics in the way it does business, and assuring that its presence in a community results in mutual advantage. BP seeks to be a force for good, and, recognizing that education is the critical enabler of progress, invests in education to create the leaders of tomorrow in government, academia and in business.

Lukas Foss was introduced by Dr. Leon Botstein, President of Bard College and music director of the American Symphony Orchestra. In his introduction, he noted that Foss is one musician that all musicians admire and envy, a fabulous conductor and a great composer. "And you will never hear anyone play J.S. Bach as well." Upon accepting his award, Foss played *Fantasy Rondo*, which he had composed at the age of 23.



Fulbrighters are teaching nine strategic languages at 27 institutions. They bring a personal dimension to language instruction and to extracurricular activities aimed at increasing understanding of the Islamic world and culture at the institutions and in communities where they are located. The program will expand to 100 teachers in 2004.

International Awards Dinner |

On September 25th, IIE hosted its annual International Awards Dinner, attended by 350 guests at The Plaza in New York City. IIE recognized BP and its Chairman, Lord Browne of Madingley, with its inaugural Opening Minds Corporate

This special event was the Institute's largest fundraiser of the year and enabled IIE to continue having an impact on the problems facing our world. This year's success was in large part due to the active role of Welcoming Co-Chair, James J. Schiro, CEO of Zurich Financial Services. Other individuals who contributed to the success of the dinner include members of the Fulbright Committee, co-chaired by Joseph Lelyveld, former Executive Editor of the *New York Times*, and Anna Moffo, renowned opera singer. The Fulbright alumni who served on this committee reflect the many ways in which international exchange programs have an impact on the development of future leaders.

Left: Participants from universities and education ministries exchanged ideas at workshops convened by the IIE Network at the South-East European Research Centre in Thessaloniki, Greece. Center: IIE Trustee Henry Jarecki (second from left) greets guests at IIE's International Awards Dinner, including (from left) Orlando Smith, Chief Minister of the British Virgin Islands, Collette Goodman, and Ahmad Chalabi, President of the Iraqi Governing Council. Photo: Obremski Studio. Right: Patricia Harrison, Assistant Secretary of State for Educational and Cultural Affairs, spoke to participants in the Fulbright Foreign Language Teaching Assistant Program. Photo: Chuck Giomo.

Open Doors | Since 1949, the Institute has conducted an annual census of student mobility, funded by the Department of State, Bureau of Educational and Cultural Affairs — students from abroad studying in the U.S. and Americans studying overseas. To help launch International Education Week (17-21 November), IIE held a briefing at the National Press Club in Washington, DC. The latest *Open Doors* survey results noted that international student enrollment in the U.S. rose to a record 586,323 for the 2002-2003 academic year. Again this year, India surpassed China as the leading sending country.

More Americans are also studying abroad. During the academic year 160,920 U.S. students received academic credit for courses taken in other countries, an increase of 4.4% over the previous year. The full *Open Doors* report is available at www.opendoors.iienetwork.org.

Study Abroad | The Institute administers several programs that meet the increasing demand from U.S. undergraduates to study abroad. These include the U.S. Government-funded Benjamin A. Gilman Scholarships and the National Security Education Program/David L. Boren Undergraduate Scholarships and several privately funded initiatives — FreemanASIA, the Global Engineering Educational Exchange, and Studio Art Centers International. In spite of world tensions, all these, as well as the Fulbright Student Program, experienced record increases in applications this year.

International Visitor Program | Over the past 32 years IIE's Professional Exchange Division has organized study tours for more than 12,500 international visitors. These programs, conducted under the auspices of the U.S. Department of State's International Visitor Program, are regarded by U.S. Ambassadors as among the most success-



Atlas of Student Mobility | This year the Institute published a groundbreaking new *Atlas of Student Mobility*, with the support of Ford Foundation. It examines where the nearly two million students who are currently seeking education outside of their home countries come from, and where they go to obtain a trans-national higher education. It documents the case for all of us to make much greater efforts to assure that international education is a global reality.

Today, 20 countries' international student enrollment exceeds 1% and just five countries (the U.S., U.K., Germany, France, and Australia) host three-quarters of all who study abroad. You can order this publication at www.iiebooks.org.

ful American public diplomacy efforts. The International Visitor Program relies on U.S. citizens volunteering to provide insights into professional fields and American daily life.

SmartMoney | Again this year, in its annual survey on "making your donations count," *SmartMoney* magazine ranked the Institute among the leading U.S. educational charities based on the percentage of annual expenditures that went directly to programs. Also IIE received a four-star rating, the highest, from Charity Navigator, an independent organization that identifies America's most efficient not-for-profit organizations.

Reference publications from IIEBooks (www.iiebooks.org) are highly valued resources to the campus international education community and other policymakers, as well as students, teachers and adult learners who wish to study abroad. Pictured are Open Doors, funded by the U.S. Department of State; Atlas of Student Mobility, funded by the Ford Foundation; and the IIEPassport: Academic Year Abroad and IIEPassport: Short-Term Study Abroad annual directories, published in partnership with Educational Directories Unlimited.



impact

After completing his Ph.D. at Stanford, mechanical engineer Martin Fisher went to Kenya on a Fulbright Scholarship in the mid-1980s. Following his Fulbright, he worked for a development agency, where he recognized that local entrepreneurs needed to have a personal stake in making technologies work. A self-described technology wonk, Fisher designed a simple pump that looks like a piece of exercise equipment that can be used by farmers to irrigate their crops during the dry season. Fisher uses the market place to get the pumps into the hands of farmers, and has found that for every \$1,000 spent marketing the devices, five new farm businesses are created generating \$20,000 in new wages and profits. He estimates that the pumps generate \$33 million per year in profits and wages — about 5% of Kenya's GDP.

— From "10 Inventions (that will change your world)" *Newsweek*, June 30, 2003



Scholar Exchanges

Administered by the Institute's Council for International Exchange of Scholars since its inception 57 years ago, the Fulbright Senior Scholars Program now assists some 800 U.S. faculty and professionals travel to 140 countries to lecture and conduct research. An equal number of overseas academics and professionals visit the United States under the program to do the same.

In addition to the traditional scholar exchange program, other innovative programs are meeting the needs of current times. Among these are cutting-edge research conducted by New Century Scholars, two new Visiting Specialist programs designed to impart better understanding of the Muslim world, and unique trans-national collaborations established by an increasing number of Fulbright Senior Specialists.

The U.S. Department of State's Bureau of Educational and Cultural Affairs supports each component of the Fulbright Senior Scholar Program.

The second year of the **New Century Scholars Program** brought together research scholars and professionals from around the world to explore another issue of global significance — peace.

The scholars sought to better understand how and why conflicts occur within and between nations, from riots to civil wars and secessionist movements, and how such conflicts may be prevented. The second class of New Century Scholars from the U.S. and 20 other regions, many characterized by prolonged ethnic and sectarian conflict — Northern Ireland, Macedonia, Sri Lanka, Africa, and Pakistan — collaboratively examined causes and proposed remedies for conflicts during the year.

In November, the United States Institute of Peace in Washington, D.C. hosted the 2002-2003 NCS Final

Plenary Seminar entitled "Fanning the Flames, Putting out the Fire: Ethnic Conflicts and the Peace Process." The plenary was attended by the diplomatic community, policy makers, social scientists and representatives from international organizations. It highlighted the individual and collaborative work of the scholars on topics such as peace-making and reconstruction, ethno-religious conflicts, cross-border ethnic identity and diasporas, the clash of tradition and modernity, emigration and immigration as factors in multiculturalism, effects of refugee resettlement on the creation of new civil societies, and stateless nations.

Dr. Barbara Oomen, assistant professor, Van Vollenhoven Institute for Law, Governance and Development, Leiden University, Leiden, The Netherlands, observed:

"The sad fact that this year's research took place against the backdrop of increased sectarian, ethnic and cultural conflict all over the world, spilling over national borders and subject to global concern, did not only give the theme an extra salience but also made working on it within a truly international team of dedicated researchers a gratifying intellectual and personal experience."

The first class of New Century Scholars continues to spawn unique collaborations designed to abate global health challenges, the topic explored for a single year by the first cohort of 30 NCS international scholars in 2001-2002. A Global Health Summer Course: "Globalization and Public Health in Latin America" was held in Cuernavaca, Mexico featuring 17 health specialists from 17 Latin American countries, Cuba and the United States. The course was part of the Mexican National Institute of Public Health's annual international Summer Program on Actualization in Public Health and Epidemiology.

Facing page: Top: Dr. Kwanchewan Buadaeng, left, with Karen people in a village in the west of Thailand. Dr. Buadaeng was one of thirty scholars to participate in the second year of the New Century Scholars Program, focusing on the topic "Addressing Sectarian, Ethnic and Cultural Conflict Within and Across National Borders." A researcher at the Social Research Institute of Chiang Mai University in Chiang Mai, Thailand, Dr. Buadaeng, left, studied the differing ethnic and religious relations among the Karen people along the Thailand-Burma border. Left: Dr. Gerald Hammond spent two semesters at the National Autonomous University of Mexico in Mexico City lecturing and conducting research on different areas of organic chemistry. Hammond, a professor in the Department of Chemistry at the University of Massachusetts-Dartmouth, is pictured here working with graduate students in Mexico. Photo: Richard Lord, 2003 Right: Dr. Kodjopa Attoh, right, discusses African geology with his colleagues at the University of Ghana, Legon. A visiting scientist in the Department of Earth and Atmospheric Sciences at Cornell University, Attoh lectured and conducted research while abroad.



impact

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The course was team taught by eight NCS Scholars from South and North America, Africa and Australia, along with representatives from the Pan American Health Organization. Participants explored current issues in global health studies — to include trade, public health policies, global governance, the global economy, technology, environmental change, social disruption — and how each of these affects global health. By addressing public health through an interdisciplinary approach and in the context of globalization, participants had the opportunity to initiate new “global health” networks throughout the region.

The **Fulbright Senior Specialists Program** is designed to provide intensive, short-term academic opportunities to U.S. faculty and professionals. The program is popular for those who wish to collaborate with colleagues abroad amid worldwide, political, social and economic change. The program’s application, peer review and appointment process is unique in that it is offered solely on-line. This allows Senior Specialists from the program’s roster to be quickly matched with grant opportunities.

Among the 230 U.S. academics and professionals who went abroad under the Fulbright Senior Specialists Program in 2003 was Baruch Givoni, professor emeritus, University of California-Los Angeles. An urban planning specialist, Givoni taught Chilean architects, builders and engineers how to improve the quality of housing for people with very low incomes. His work focused on improving the homes’ design and the use of materials and solar power. He also taught in the Architecture Faculty of Universidad De Chile and in Fundacion, Chile.

Today, more than 1,500 academics and professionals have been selected to be on the Senior Specialists roster, available to be matched with requests from overseas host institutions in over 100 countries.

Cross-cultural knowledge is a fundamental necessity for an average citizen today. Two **Fulbright Visiting Specialist Programs** have been designed to expand knowledge about the Islamic world and diffuse existing misperceptions.

Facing page: Nelly Selgado de Snyder was one of the first New Century Scholars and is currently serving as the director of community health and social welfare of the Center for Health Systems Research of the Mexican National Institute of Public Health. She also coordinated the first NCS global health summer course entitled Globalization and Public Health in Latin America, held in August 2003 in Cuernavaca, Mexico.

At right: from left: Patti McGill Peterson, executive director, CIES; Abdul Hamid Hallab, director, Understanding Contemporary Islam, American University of Beirut and William Hoffman, American University of Beirut, gather to discuss the partnership between the American University of Beirut and CIES. Entitled Understanding Contemporary Islam, the program strives to expand the dialogue between East and West by sending scholars from the Islamic world to universities and colleges in the United States. These visiting fellows will serve as resources on Islam and life in contemporary Muslim societies to academic communities that lack extensive academic programs in these areas.

PARIS — American cheese? To the French, that's an oxymoron. But a Benedictine nun from Connecticut has proven otherwise.

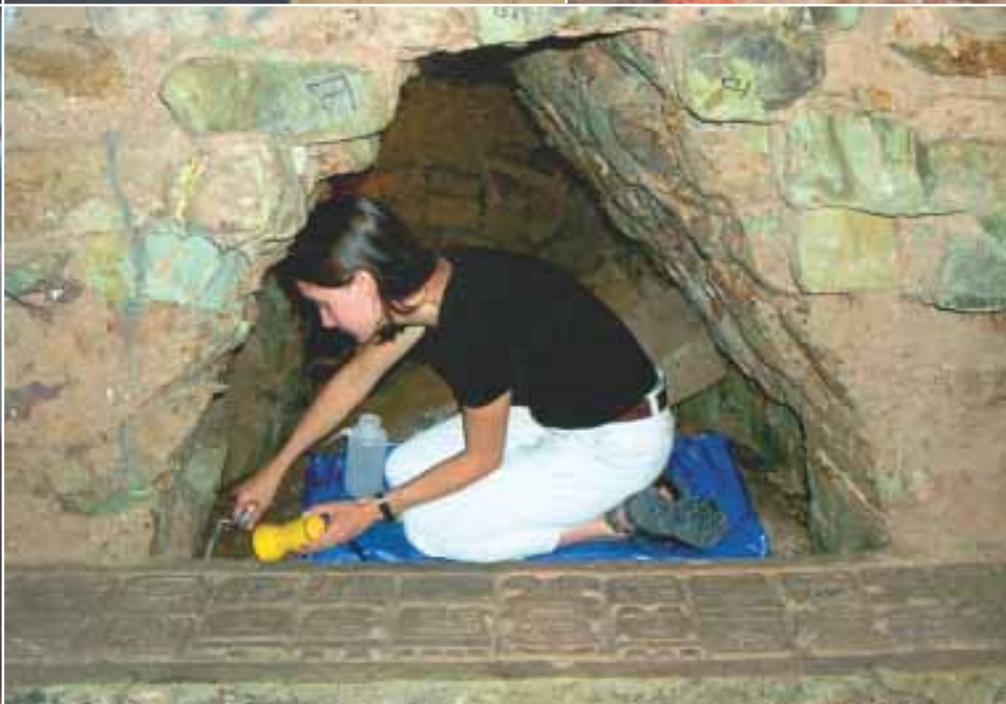
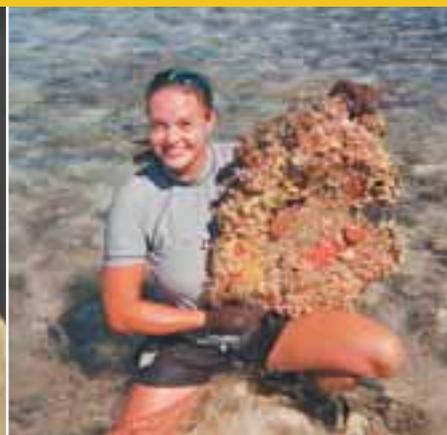
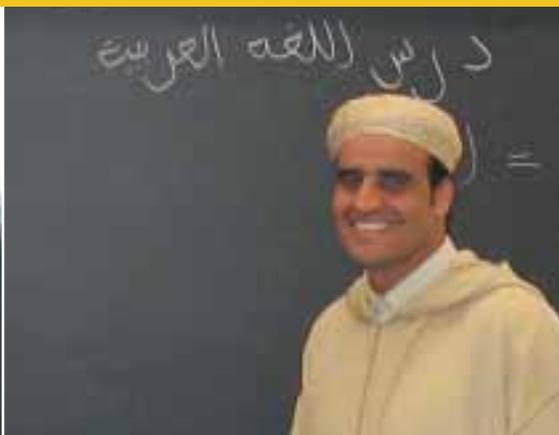
Mother Noella Marcellino is teaching the French about their ancient art: She earned a doctorate in microbiology, studying cheeses made from unpasteurized milk....In the 1990s, Marcellino won a Fulbright scholarship to study in France. She studied cheese fungus, going from farm to farm collecting samples. She was profiled in a documentary that coined her nickname: “The Cheese Nun.”

— From Angela Doland, Associated Press, December 20, 2003

Supported by the Bureau of Educational and Cultural Affairs of the U.S. Department of State, the newest Islamic initiative, *Fulbright Visiting Specialists: Direct Access to the Muslim World*, will support 25 grants for two-to-six week visits by scholars and professionals from the Middle East and other Muslim countries. All are former Fulbrighters. They will visit American institutions to improve understanding and knowledge of Islamic, Middle East, North African and South Asian societies and cultures. The first scholars arrive in February 2004.

Understanding Contemporary Islam is a program of the American University of Beirut, created in partnership with CIES. It will send scholars from the Muslim world to U.S. universities and colleges that lack extensive academic programs on Islam and Muslim society. Prominent scholars from a variety of fields in the humanities and social sciences will teach, interact with the wider community and serve as resources on Islam. This program is sponsored by The William and Flora Hewlett Foundation, the Carnegie Corporation of New York and the Rockefeller Brothers Fund.





Top left: Gilman Scholar Mark Morris from Utah State University studied in Ljubljana, Slovenia. Center: Rachid Oumarabi, a Fulbright Foreign Language Teaching Assistant (FLTA) from Morocco, is teaching Arabic language and Moroccan culture at Governors State University in Illinois. Right: Lisa M. Bebell from Colorado had a Fulbright grant to study biology in Australia. Bottom left: Fulbrighters Cyprian Adupa from Uganda and Magdalena Florek from Poland talking at the Fulbright Enrichment Seminar in Washington, DC. Photo: Scott Suchman. Right: Fulbrighter Cameron McNeil collected archaeological pollen residues from temple and palace floors to conduct dissertation research in Honduras on the ritual use of plants by the Maya.

impact

“ Fulbright Fellowships were a direct outgrowth of the role this country inherited some 50 years ago. A world wasted by war looked to the United States for leadership and we responded with creativity, with know-how, and with renewed resolve to promote lasting peace among citizens of every creed, every country and of every continent....” — The Honorable Colin L. Powell, Secretary of State, July 29, 2003

Student Exchange Programs

The **Fulbright Student Program** continues to demonstrate its unique value in deepening mutual understanding among peoples.

Every world region attracted a record number of applicants in 2003, including the Middle East, where the new **Islamic Civilization Initiative** incorporates outreach activities upon the student's return to the U.S. to increase knowledge of the Muslim world on the campus and in local communities.

Secretary of State Colin L. Powell presented the first **Harrison H. Schmitt Leadership Awards** honoring recent alumni of the Fulbright Program who demonstrate extraordinary leadership and dedication to public service to Raymond Jefferson and Jason Santamaria at the U.S. Department of State on July 29th.

Fulbright Teaching Assistant Programs provided opportunities for Fulbrighters to develop connections with host communities in the U.S. and abroad. English teaching assistant programs in Europe and Asia are now complemented by new programs in South America and will expand next year to the Middle East.

Over 50 young English teachers from Islamic countries are studying and serving as native language instructors at 27 U.S. colleges and universities during this academic year. The **Fulbright Foreign Language Teaching Assistants** bring language skill, and cultural and professional experience to the American campus.

This year the Fulbright Program was revived in Afghanistan after 24 years. In commenting on this, Miller Crouch, Principal Deputy Assistant Secretary of State for Educational and Cultural Affairs, said:

"It's one of the strongest signals that we as a government could have sent to the Afghan people, that we seek a long-term, productive partnership with them based on friendship and respect."

On October 21st, it was announced that Fulbright was being revived in Iraq. Each program will bring 25 students to study in the U.S. in February 2004.

In November, Fulbright celebrated its 50th anniversary in South Africa and its 10th anniversary in Vietnam.

The **United Nations Fulbright Fellowships Program** was launched this year, with 19 fellows working with UN supervisors at the secretariat in New York or duty stations worldwide. With the U.S. reentry into UNESCO, the program was expanded to permit U.S. Fulbrighters to spend an internship with a regional UNESCO office abroad.

Alumni development is a critical component of the **Ron Brown Fellowship Program**, administered by IIE for the Department of State. In September 2003, 130 Ron Brown Program alumni from 13 countries gathered in Krakow, Poland, for an alumni conference, "International Perspectives on a Borderless Europe."

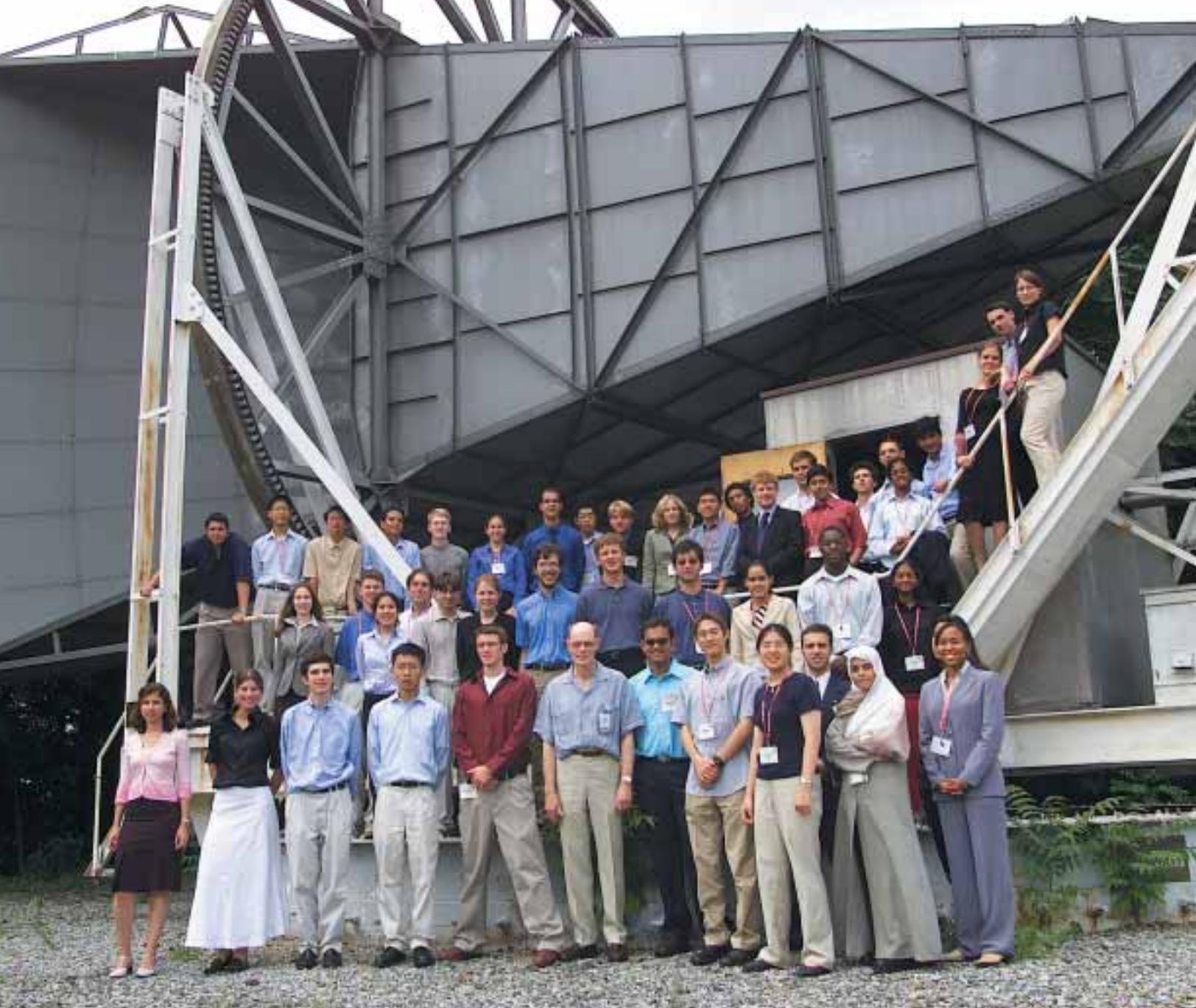
Selected international students participate in management training and professional development programs offered by American Management Association under full scholarships. These programs range from executive leadership to conflict resolution, and complement the rigorous academic programs the students are pursuing. AMA President and CEO Edward Reilly noted:

"This is a wonderful opportunity for us to help leaders from all over the world acquire the essential management skills they need to leverage their potential and make a significant impact...Working with IIE will ensure that our programs reach the most outstanding future leaders from around the world."

IIE's partnership with the **Brazil Ministry of Higher Education — CAPES Foundation** continued for a fifth successful year. IIE places Ministry-funded graduates in PhD programs across the U.S., with 80 new scholars arriving in 2003. The program is designed to improve the quality of graduate study and research at Brazilian universities.

All IIE-administered programs for study abroad saw an increasing demand from U.S. undergraduates. The **Benjamin A. Gilman International Scholarship**, **Freeman-ASIA**, and **National Security Education Programs** support students to study in countries less frequently visited and learning languages critical to our understanding of the world.

The arts continued to flourish in IIE programs. IIE's long-standing affiliation with **Studio Art Centers International in Florence** offered study abroad opportunities to more than 500 U.S. students.



impact

“The entire trip was just larger than life. I felt as if I was in a dream for seven days, especially when I was in Bell Labs. The scientific discoveries, the technological developments, the research labs that we read about in tech magazines and newspapers are a reality in Bell Labs. This is the place where everything happens. And I was there. I met Nobel Prize winners. I saw working devices that will change the way we communicate, the way we live. The trip showed me how much has already been done and what is possible.

I also realized that, though all of the Scholars were from different countries, with different culture and backgrounds, it did not take long for any of us to merge in. All of us are immensely interested in science and technology. We all have the will to go ahead, to achieve something in life, to know more. National, cultural and environmental differences fade away when these basic values are shared.

These were the best seven days of my life.” — Saurabh Sinha, Lucent Global Science Scholar

Educational Services

The Institute helps internationalize higher education through information products, access tools and services, becoming the leading global education knowledge network and advocate.

In December, IENetwork hosted university workshops, entitled *Tools for Strengthening Internationalization and Networking*, in Thessaloniki, Greece and Sofia, Bulgaria, with generous support from the Stavros S. Niarchos Foundation.

The workshops were attended by representatives from public and private universities, as well as higher education ministries. The participants, most of whom have had few professional development opportunities, found that these provided them with the tools to promote internationalization at their institutions as well as the skills to effectively network with institutions and individuals across Europe and the United States.

These were a follow-on to the symposium held in October 2002 in Halkidiki, Greece, which brought together leading NGOs, institutions of higher education and leaders of government in the war-torn Balkans and other countries of Southeastern Europe. That symposium fostered a dialogue aimed at exploring how higher education can better serve the economic, social, and political transformation of nations and promote regional cooperation.

The IENetwork, with over 800 member campuses and organizations from 40 countries, brings together over 4,000 international educators, policy makers, administrators, and researchers online, and provides them with expert analytical information and research, and a forum for discussion, interaction, and networking based on specific interests and needs.

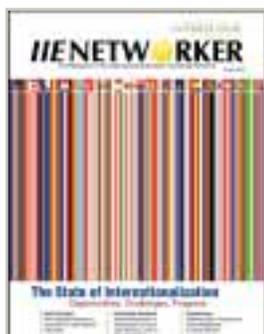
To expand channels of communication between the Institute and IENetwork members, IIE publishes *IENetworker*, a magazine for the campus professional and others interested in higher education exchanges, as well as an extensive online resource available at www.iienetwork.org.

In cooperation with its partner, Educational Directories Unlimited, IIE also produces the most complete set of directories of study abroad opportunities, online (www.iiepassport.org) and in print versions (www.iiebooks.org). The *IIE Passport: Academic Year Abroad* and *IIE Passport: Short-Term Study Abroad* directories are the most comprehensive sources of program listings for U.S. students seeking an education abroad.

“It changed my life, because it opened doors to me, giving me the necessary impulse to be able to reframe my goals at very difficult moments in my life.”

— Ing. Genaro Chávez Duck, GE Foundation Grantee, 1991 in Mexico and Project Administrator at TELMEX

IIE and The GE Foundation have partnered for over 15 years to open doors and change people’s lives through **The GE Foundation Scholarship Programs**. These provide educational opportunities to outstanding students with strong potential who lack the resources to obtain the education that is a stepping-stone to leadership. Since the program’s inception in Mexico in 1987, it has supported hundreds of students like Genaro Chavez Duck to realize their educational and career goals. The Program is now in 11 key countries in Asia, Europe and Latin America, providing over \$1 million in scholarship support annually. The largest program, in India, awards full scholarships to over 75 students each year.



Facing page: Lucent Global Science Scholars, Class of 2003, with Dr. Robert Wilson, 1978 Nobel Prize winning physicist, in front of the Horn Antenna, Crawford Hill, N.J. Left: IENetworker is a magazine of IIE's membership association. Distributed to over 5,000 study abroad and international student advisers, university presidents, and policy makers, IENetworker publishes new research and articles on all aspects of international education.

Building upon the success of the scholarship programs, IIE is also partnering with The GE Foundation to support innovation and entrepreneurship in engineering and the sciences. IIE recently initiated programs in China and Germany to identify and recognize outstanding technological innovations. Examples of projects in the first year of this program in China included a personal communication assistant for the hearing impaired and an intelligent traffic light control system.

IIE is also a leading provider of **International Children of Employee (COE) Scholarship Programs**. Through COE programs, companies provide scholarship opportunities to the children and/or relatives of their employees for higher education. The scholarships improve employee

In 2003, IIE awarded COE scholarships to over 1,000 students. Participating companies include: AIG (Starr Foundation); GE Foundation; Levi Strauss; ChevronTexaco; JPMorganChase; Lockheed Martin and many others.

As the **Goldman Sachs Global Leaders Program**, sponsored by The Goldman Sachs Foundation, enters its fourth year, its alumni include 300 outstanding Global Leaders who are citizens of 40 countries. Global Leaders selected in the inaugural year of the program completed their university studies in 2003. One quarter of American alumni from that first class went on to win other prestigious awards, such as Rhodes, Truman, Gates, Marshall, and Fulbright fellowships.

Demonstrating the breadth and scope of their interests,



retention and morale, demonstrate the corporation's commitment to its employees, and enhance the corporate image in the community.

IIE tailors each program to the company's needs, assists with the design and production of program information and application materials, conducts the selection of grantees (including convening impartial selection panels), disburses scholarship benefits and provides financial accounting. IIE's international expertise and experience helps companies to implement truly global scholarship programs, ensuring that students' credentials are appropriately evaluated regardless of the educational system from which they come.

Global Leaders have enthusiastically competed for "seed funding" for social projects they want to pursue. This year, 30 Global Leaders collaboratively submitted twenty proposals. The Social Entrepreneurship Fund awarded grants to five of the projects, ranging from providing education for AIDS orphans in Thailand, to combating arsenic contamination in the water supply of a village in Bangladesh.

Since the program's inception in 2001, more than 160 civic and international leaders from higher education, and both the private and public sectors, have spoken to and inspired these outstanding students. This year, speakers included Leonard A. Lauder, Chairman of the Estée Lauder Companies, Inc.; The Honorable John Negroponte, U.S.

Left: GE Foundation Scholars in Hungary learn leadership and teamwork skills through an Outward Bound experience. Right: Dr. George Rupp, President of the International Rescue Committee and IIE Trustee, at the 2003 Goldman Sachs Global Leadership Institute with student Global Leaders from Bosnia, Sri Lanka and Mexico. Photo: Shawn Baldwin.

Ambassador to the United Nations; IIE Trustees Maria Livanos Cattai and Dr. George Rupp; and senior executives from Goldman, Sachs & Co.

In the fall, the Global Leaders were featured on a segment of the CNN International program, "Diplomatic License," with host Richard Roth; on the National Public Radio (NPR) broadcast, "The Best of our Knowledge;" and in full page Op-Ads in both the *New York Times* and *Foreign Affairs*.

Sponsored by The Lucent Technologies Foundation, the 5th annual **Lucent Global Science Scholars Program** brought 23 recently graduated U.S. high school seniors and 24 international undergraduates from Europe, Asia, the Americas, and the Middle East to Lucent Technologies'

ing a shared image of international mobility, the Atlas highlights the truly globe-spanning aspects of higher education, makes apparent the emerging world higher education economy, and establishes a conversation space for those concerned with global education mobility issues. The 104 page volume provides a unique and thought-provoking view of international education trends and patterns worldwide. The *Atlas of Student Mobility* contains national flow data for 21 leading host countries for international students, and data tables on the 75 leading places of origin for internationally mobile students.

The primary source of statistical information on international flows of students and scholars to and from the



headquarters in Murray Hill, NJ for a week-long Global Summit. During the Summit in July, students learned about Lucent Technologies and its work by touring Bell Labs and spending time with researchers, including two Nobel Laureates.

With Ford Foundation support, and working closely with its partners, the British Council and IDP Education Australia, the Institute has published a groundbreaking new *Atlas of Student Mobility* which describes where the nearly 1.8 million students who seek education outside of their home countries come from, and where they go to obtain a trans-national higher education. By creat-

United States, prepared by IIE with support from the Department of State, is the annual *Open Doors Report on International Educational Exchange*. This data is available on the web at www.opendoors.iienetwork.org.

Since 1949, the Institute has conducted an annual census of student mobility — students from abroad studying in the U.S. and Americans studying overseas. Again this year, IIE helped launch International Education Week (17-21 November) with a briefing at the National Press Club in Washington, DC keyed by Assistant Secretary of State for Educational and Cultural Affairs, The Honorable Patricia de Stacy Harrison. The latest *Open Doors* survey

The Global Engineering Education Exchange Program, a consortium of 35 U.S. member engineering institutions and more than 70 international engineering institutions in 17 countries, provides students the opportunity to study abroad, with the option of completing an internship in their host country after their formal studies, and now serves roughly 180 students per year. Above, American undergraduates on a summer program in France, observing one of the engineering wonders of Paris.

revealed that international student enrollment in the U.S. rose to a record 586,323 for the 2002-2003 academic year. Again this year, India surpassed China as the leading sending country.

More Americans are also studying abroad. Data from campuses showed that 160,920 U.S. students received academic credit in the past year for courses taken in other countries, an increase of 4.4% over the previous year.

In 2000, Ford Foundation and IIE launched the largest single initiative in the foundation's history, the **Ford Foundation International Fellowships Program**, a 10-year, \$280 million program that builds on the Foundation's half century of support for higher education. Through the International Fellowships Fund, a new

socially committed individuals from groups and communities that lack systematic access to higher education, including women, ethnic minorities, individuals who live and work in rural areas, and those with physical handicaps. Fellows are selected through a competitive process on three basic criteria of academic achievement, commitment to the development of their communities and countries, and strong leadership skills and potential.

The Ford Foundation International Fellowships Program is managed by an independent Secretariat housed at IIE in New York. The Secretariat works closely with nearly two dozen national, regional and international partner organizations that provide services to the pro-



20

entity established by Ford and IIE, approximately 3,150 graduate fellowships will enable disadvantaged individuals with academic promise and proven leadership capacity to study anywhere in the world for up to three years. The program seeks to create a new generation of leaders with direct experience of their societies' most pressing problems and a strong commitment to promoting economic and social justice, both in their own countries and worldwide.

Operating in 22 countries in Africa, Asia, Latin America, the Middle East and Russia, the program provides opportunities for advanced study to academically talented and

program, including recruitment and selection of Fellows in participating countries, assistance with educational assessment, pre-academic training, placement, and monitoring of Fellows once they have been selected. The program also works closely with the Ford Foundation's field offices, which have played a key role in the program's development. IIE is responsible for grant administration for all Fellows as well as international placement and specialized monitoring of those coming to the U.S. and Canada.

This was the tenth year IIE managed the **JIAM U.S. Study Tour Program** for the Japan Intercultural Academy of

Neo Rampoui, in yellow shirt, has been collecting oral histories from former political prisoners detained on South Africa's Robben Island. He is pursuing a Ph.D. in history at Howard University in Washington, DC with a grant from the Ford Foundation International Fellowships Program.

Municipalities, a governmental training institute whose goal is to equip civil servants with the management skills to address public policy issues in an increasingly global society. The purpose of the U.S. Study Tour is to share U.S. best practices in public policy with civil servants from throughout Japan.

The 30 JIAM trainees traveled to five cities, including Washington, DC, New Orleans, Buffalo, Seattle and San Francisco, where they met with government agencies and non-governmental organizations. They discovered how the U.S. addresses specific public policy issues. Trainees returned to Japan with strategies for revitalizing local economies after learning how New Orleans is using the Mississippi River to attract tourists. In Seattle the

exchanges in 1995 with 11 U.S. students studying abroad. The program now exchanges roughly 180 students per year.

ABB, Inc., a global corporation, became the sole corporate sponsor of the Global E³ program in 2001. In addition to administrative support, ABB provided funds for scholarships to encourage the participation of talented women in the engineering field and to help provide these students with valuable international experience. The National Science Foundation has also provided a small grant to research the impact of the study abroad experience on the careers of alumni.

With primary support from the Henry Luce Foundation, the **Elisabeth Luce Moore Leadership Program for**



trainees learned about the range of services NGOs provide in cooperation with the government, inspiring trainees to encourage the development of the not-for-profit sector, a relatively new concept in Japan.

The **Global Engineering Education Exchange (Global E³)**, is a consortium of 35 U.S. member engineering institutions and more than 70 international engineering institutions in 17 countries. Through Global E³ students have the opportunity to study abroad, with the option of completing an internship in their host country after their formal studies. With start-up funding from the National Science Foundation, Global E³ launched its first

Chinese Women (ELM) has trained women leaders of non-profit, non-governmental organizations in arts education, environment and the community, social safety services, and economic empowerment. For eight years, the program has brought together women from China's mainland, Taiwan, and Hong Kong for a month of intensive training in the United States, with follow-on activities in Asia to support and develop the networks and collaborative efforts among alumnae. A new grant from the Luce Foundation will support three more years of alumnae networking and outreach to other Chinese NGO leaders.

These Japanese civil servants, trainees from the Japan Intercultural Academy of Municipalities (JIAM), are studying public-private partnerships on a site tour of an environmental clean-up project in Seattle. The JIAM U.S. Study Tour Program provides opportunities for civil servants from all areas of Japan and all functions of its government to share and discuss U.S. best practices in public policy.



impact

After completing a USAID-sponsored training program at George Washington University's Pediatrics Hospital, Dr. Nader Mahmoud Fathi and Dr. Nevine Elwan returned home to Egypt to develop a neonatal intensive care unit at the Damanhour National Medical Institute, which now serves 90 newborn babies each month. They also train doctors and nurses from other hospitals in neonatal medical care, and share their expertise nationwide through the Healthy Mother/Healthy Child project, a partnership between USAID and the Egyptian Ministry of Health.

Professional Exchange and Community Outreach

Over the past 32 years IIE's **Professional Exchange Division** has organized professional study tours for more than 12,500 International Visitors, traveling throughout the United States under the auspices of the U.S. Department of State. U.S. diplomats abroad hail the International Visitors Program as their most successful public diplomacy tool. This program relies on U.S. citizens to provide insights into professional fields and, most importantly, into American daily life.

Significant programs over the past year include one on NGO management for a group from South Asia which resulted in the creation of a legal framework governing NGOs by a visitor from the Maldives. Another, for Nurse-Educators from Kazakhstan, resulted in the creation and distribution of a 'best practices' newsletter throughout the country.

The **Hubert H. Humphrey Fellowship Program** is a Fulbright activity supported by the U.S. Department of State and other sponsors. Humphrey Fellows are mid-career professionals committed to public service. They come to the U.S. for a year of study, leadership training and practical experience. The experience, plus the opportunity to network with other like-minded professionals, equips participants for growing leadership roles upon their return home.

Humphrey Alumni Impact Awards, with joint funding from IIE's Fulbright Legacy Fund and the Department of State, build on the skills acquired during the Humphrey Fellowship Year. Awards this year supported a study on the impact of new drug abuse regulations in Tajikistan; training for recyclable collectors in São Paulo, Brazil; a sensitization workshop in an HIV/AIDS-ravaged district in Kenya; and a survey on menopause related diseases in Southern China.

Humphrey alumni are taking up the cause of combating HIV/AIDS. Alumna Anastasie Kacou of Côte d'Ivoire was recently appointed Chief of Staff of the new Ivorian Ministry for the Fight Against AIDS. Halfway around the

world, Burmese alumna San San Min ran three Doctors without Borders AIDS clinics in the town of Hlaing Thayar, located in the outskirts of Rangoon.

The **Investing in Women in Development (IWID) Fellows** bring expertise in economic growth and agriculture, democracy and conflict prevention, global environment, and girls' education to USAID Missions and Bureaus around the world. These mid-career professionals develop tools to mainstream gender goals into all USAID programs.

The **Emerging Markets Development Advisers Program (EMDAP)** sent 13 EMDAP Advisers to assignments in Jordan, Bangladesh, Cambodia, Vietnam, Indonesia, Armenia, Haiti, Mexico and Mozambique. Through EMDAP, U.S. MBA candidates with business backgrounds provide technical assistance to local businesses. EMDAP has supported USAID by assisting local enterprises involved in microfinance, conservation, entrepreneurship, financial services, and information technology.

IIE Regional Centers

IIE reaches across the U.S. through its four Regional Centers. The Regional Centers monitor Fulbright students and scholars studying in their regions, plan and execute Fulbright enrichment seminars, program International Visitors in their communities, conduct development and community outreach activities, and design and administer a variety of both domestic and international programs for sponsors.

IIE's Midwest Regional Center in Chicago partners with universities, public schools and community organizations throughout the Midwest. Its **Midwest Networkers Scholarship (MNS)** provides a link between the Midwest Regional Center and IIE member institutions. In nine years, MNS has provided study abroad scholarships to 190 U.S. undergraduates at IIE member institutions throughout the Midwest. Several past MNS recipients have combined volunteer work with their study abroad

Facing page: Judith Ayers, Assistant Administrator for International Affairs, U.S. Environmental Protection Agency, and Dr. Plodprasop Suraswadi, Permanent Secretary, Ministry of Natural Resources and Environment, Government of Thailand (on horseback.) Photo taken at Judith's ranch, Burkefield Farm, in California on August 24, 2003 during a program on "Institutional Capacity Building for Local Authorities" administered for the USAID U.S.-Asia Environmental Partnership.

programs making the experience even more meaningful. Cara Medbury, an Early Childhood Education major at Central Michigan University and MNS recipient in 2003, helped to establish a tutoring program for elementary school students in the Dominican Republic. She writes:

“I learned amazing lessons about working with children in other cultures as well as those living in poverty...Despite being one of the hardest things I’ve done in my life, it was another important step towards gaining cultural knowledge and resources to use in a diverse educational system.”

Fulbrighters and children in Chicago Public Schools will benefit from **International Scholars in Schools (ISIS)**, a new program to provide students the opportunity to learn

local organizations such as the International Visitor Center of Chicago and the Chicago Fulbright Association to provide enrichment activities for local Fulbrighters and the community at large.

IIE’s **Southern Regional Center** in Houston has responsibility for eleven states throughout the South and Southwest. During the course of the year, the Center assisted approximately 390 foreign Fulbright grantees from 81 countries, studying at 63 colleges and universities throughout the region.

Managed from IIE’s Southern Regional Center, the **Benjamin A. Gilman International Scholarship Program** is a vital source of funding for international exchange. Sponsored by the U.S. Department of State,



about different countries and cultures. Fulbrighters from all over the world attending Chicago area universities volunteer their time and expertise, assisting local teachers in the classroom, preparing presentations on their countries and providing an international perspective on the subjects being taught. This will benefit Chicago students, as well as provide the Fulbrighters an insight into the U.S. educational system.

IIE/Midwest provides a study abroad resource center with information on study/teaching abroad programs as well as funding opportunities. In addition, it works with

the program provides grants for U.S. undergraduates with limited financial means who have been historically underrepresented in study abroad. In only its third year, IIE received 5,500 applications and has given 844 awards. Gilman Scholars come from all 50 states and have studied in 65 different countries. Upon return to the U.S., scholars complete a project to promote international understanding in their home community, which multiplies the impact of the scholarship.

This past year was one of the busiest for **International Visitor Program (IVP)** activities in the history of IIE’s

Gilman International Scholarship recipient Danielle Buttke, from the University of South Dakota, studied wildlife conservation and habitat management in Kenya. Her work provided the Maasai community with data and management strategies that have the potential to impact some of the most endangered species and habitats in the world. “There is no doubt that a semester studying in Kenya will assist me in obtaining any environmental position or internship, but the personal rewards have already been much greater than any potential career benefits.”

Southern Regional Center. In all, 338 visitors in 88 State Department delegations came to Houston during the year, including such high profile programs as the Harvard Fellows, who returned to Houston for the tenth consecutive year.

The IVP also received an unprecedented level of financial support from Houston corporations and corporate foundations, most notably ConocoPhillips and ExxonMobil. Southern Regional Advisory Board Members Kirk Heinritz and Tim Cejka were instrumental in introducing the IVP and other core programs at IIE's Southern Regional Center to their colleagues at those corporations.

Houston's Community Outreach Programs include the **Cultural Navigators Project** and the **Friends of**

Scholars Program (FISS) gives international graduate students opportunities to develop friendships with Houston area volunteers.

A particular strength of IIE's Southern Regional Center is its strong volunteer involvement. In FY 2003, volunteers provided nearly 7,000 hours of service to international students, international visitors, events planning, local schools and to the Southern Regional office.

In April 2003, IIE's Southern Regional Center co-sponsored a workshop entitled, "Teaching about the Arab World & Islam" with Aramco Services Company, the Arab American Educational Foundation, Baker Hughes, Inc. and the Middle East Policy Council. The highly successful program brought sixty teachers together to



International Students and Scholars Program, that benefit students from kindergarten through graduate school. The Cultural Navigators Project provides opportunities to Houston area teachers to strengthen their classroom curriculum with information and materials through teacher workshops and a mobile trunk-lending program. This pilot project is targeting sixth-grade World Cultures, ninth and tenth-grade World Geography, and eleventh-grade World History classes. Currently, trunks filled with modern and historical artifacts from Egypt and Saudi Arabia are being distributed in Houston area schools. *The Friends of International Students and*

examine the issues of culture, geography, history, and the role of the family and women in the Arab world. Topics relating to Islam, current events in the Middle East and other social studies connections were also discussed.

IIE's West Coast Regional Center in San Francisco established a new Population Programs Division that is currently implementing two major reproductive health and population projects. The goal is to foster leadership development among population leaders and create a profile of the geographic distribution of population expertise in selected developing countries.

Left: Audrey Shabbas, speaker for the Middle East Policy Council and expert teacher trainer on the Arab World and Islam, discusses western views of the Middle East and effective strategies for teaching about the culture, religions, and geography of the Middle East at a teacher in-service hosted by IIE's Southern Regional Center in Houston, Texas. Right: Fulbrighters from New Zealand, the Dominican Republic and Italy build shelving for donations at Sarah's Circle, a day shelter serving homeless women in Chicago. As a part of the 2003 Chicago Fulbright Enrichment Seminar, Fulbrighters had an impact in the local community through volunteer activities.

Supported by The William and Flora Hewlett Foundation, the **Census of Human Capacity In Population Project** is conducting a global research survey of human capacity in the fields of reproductive health and population in at least 50 developing countries. To date, data have been collected from 650 experts representing 47 organizations in 80 developing countries. Preliminary findings, to be disseminated next year, will indicate a global picture of population expertise and help stakeholders to better target future training investments.

Since 2001, an international team has been implementing the **Leadership Development Program in Reproductive Health** to strengthen reproductive health and population leaders through training opportunities in Asia, Africa,

ChevronTexaco, Dole Food Company, LSI Logic and Raychem, IIE West Coast Center's Corporate Outreach division established a new scholarship program with Mattel Children's Foundation to assist children of non-domestic employees to pursue higher education in any country of the student's choice. The recently launched **Adobe Systems Multinational Scholarship Program** supports post-secondary education for students needing financial assistance in six communities where Adobe has offices.

Throughout the world, women's lack of skills in computing and information technology will lead them into low paying occupations with no opportunity for growth. In response to this gender gap in technology, an exciting



Australia, Europe, Latin America, and the U.S. Supported by The David and Lucile Packard Foundation, the program has selected over 300 leaders from Ethiopia, India, Mexico, Myanmar, Nigeria, Pakistan, Philippines and Sudan. These leaders play strategic roles in addressing issues such as reproductive health service delivery, adolescent reproductive health, and HIV/AIDS. The program also supports national meetings to facilitate networking among these leaders and awards grants to implement action-oriented projects.

In addition to their long standing programs with West Coast Corporations like Cisco Systems, Levi Straus,

partnership between USAID, Cisco Systems and IIE is underway. The program, under development in Bangladesh, Mongolia, Nepal, Sri Lanka, Algeria, Morocco and Tunisia, equips women with marketable high tech skills essential to participation in the Internet economy. In so doing these women can contribute to the development of the IT sector in their countries and ensure their own economic security and independence.

In the past year, IIE's **Rocky Mountain Regional Center** hosted 556 individuals from 85 countries as students, international exchange visitors, and professional delegates. As participants in the Ron Brown and Fulbright

Dr. Judith-Ann Walker (standing in the center), Nigeria's Leadership Development Mechanism in-country coordinator, with other program staff and new LDM Fellows, at an orientation meeting for the program.

Exchange Programs, students have studied at 34 different institutions in the region, enjoying the specialties of the region's universities while enriching and internationalizing the learning experiences of their American classmates.

More than 25,000 American students from the Rocky Mountain region have had the opportunity to study abroad, some of them with funds raised at The Diplomats Ball or through IIE's extensive network of donors and supporters in the Rocky Mountain region.

The annual **Fulbright Enrichment Seminar** featured Richard H. Truly, Director, National Renewable Energy Laboratory, Vice Admiral, U.S. Navy (Ret.). 125 students from 56 countries paid rapt attention as Admiral Truly, a former astronaut who served as Associate Administrator

Twenty speaker programs were presented by the **Denver World Affairs Council**. Among the most popular was a talk by Jim Brooke, *New York Times* Correspondent for Asia, who shared his private views of the US-North Korea relationship. Total attendance at these events was close to 1200.

The **Diplomats Ball**, a signature fundraiser for IIE in Denver, raised nearly \$100,000 in support of local programs and scholarships.

CH2M Hill, an employee-owned, global engineering firm, received The Diplomats Ball International Corporate Leadership Award for its exceptional focus on the development of human resources globally. The award was presented to Ralph Peterson, the firm's Chairman and CEO.

impact

"People who come to the United States to study, like myself, are the link between the U.S. and other cultures — and in the end, educational exchange is the ultimate solution to global terrorism." — Mohammad al Kuhleel, Fulbright Fellow, Syria to U.S., 2001

for Space Flight at NASA in 1986 and led the investigation of the Challenger accident, spoke on "Energy and the Environment—A Global View" just days following the Columbia accident.

Denver hosted 329 State Department sponsored visitors on study programs with topics as varied as youth and gang violence, the economics of genetically modified food, and administration of universities. Denver's **International Visitor Program** staff scheduled 383 professional meetings, 52 evenings of home hospitality, and 23 cultural attractions.

Johnston R. Livingston was presented with The Diplomats Ball International Leadership Award for his lifelong commitment to international learning and cooperation. He joined the board of IIE's Rocky Mountain Regional Center in 1973 and served as its Chairman in 1988 and 1989. He is an Honorary Trustee of the Institute.

A retired manufacturer, Mr. Livingston was born in Foochow, China. During World War II, he served in the U.S. Air Force and returned to China with the O.S.S. Professionally, he worked for Honeywell, was a Vice President of Whirlpool Corporation, and founded Construction Technology, Inc.



impact "The knowledge I acquired has enabled me to participate more effectively in solving concrete problems impeding the economic development of Latin American Countries." — Andres Bianchi, Chilean Ambassador to the U.S., Fulbright, Chile to U.S., 1959

Global Development Center

IIE's Global Development Center manages training and assistance activities throughout the developing world, generating human and institutional capacity in countries plagued by poverty and low levels of education.

With funding from USAID's **Education for Development and Democracy Initiative**, IIE has helped train over 2,000 girls through the Ambassadors' Girls' Scholarship Program. Support is provided through NGOs in Madagascar, Eritrea and Ethiopia. Girls' education is essential to Africa's future development. Scholarships pay tuition, while local NGOs provide mentoring, tutoring and academic support.

The **Egypt Development Training II (DT2)** Program provides comprehensive management for USAID's training activities in Egypt to improve the performance of institutions and promote sustainable development. One challenge of training is to assure that participants transfer newly acquired skills to the workplace. The DT2 Follow-On Program provides alumni of overseas training programs the necessary support to integrate back into the work place.

"Training for results" is DT2's philosophy. Results include strengthening the management and technical capabilities of Egyptian ministries and other institutions. In 2003, more than 12,700 participated in training, benefiting them as individuals and enhancing the performance of the institutions for which they work.

With an intensive eleven-month curriculum designed to turn outstanding unit managers into industry leaders, IIE's **Leadership Development Program** combines formal training, internships, and applied research to provide managers with business, personal and leadership skills. Since the project began seven years ago, LDP graduates have gone on to become general managers and work directly for the Minister of Electricity and Energy. Two graduates have completed the Harvard Executive Program with distinction. Thirty-one LDP graduates now teach at the Ministry's Leadership Development Center. As a result of the program's success, USAID recently asked IIE to replicate it at Egypt's dominant telecommunications and information technology group.

The GDC continues its work in Azerbaijan and Georgia through the USAID funded **Strategic Technical Assistance for Results with Training (START)** program. Parliamentarians from Azerbaijan participated in a two-week training program on Legislative Drafting at the Public Law Center in New Orleans, LA. Senior ministerial officials from both countries attended a three-day Ministerial Conference on Agriculture Science and Technology organized by the U.S. Department of Agriculture in Sacramento, CA. And, in 2003, IIE placed eight fellows from Azerbaijan and two from Georgia at U.S. universities to complete Master's programs.

IIE's **Environmental Exchange Division** delivers specialized professional services in knowledge transfer and the creation of markets and business partnerships in environmental services and technology. At the end of 2003, the **Exchange Program for Sustainable Growth (EPSG)**, a core component of USAID's **US-Asia Environmental Partnership**, had designed and managed impact-focused exchange activities for nearly 1,400 private sector and government participants in more than 14 countries. The **Environmental Exchange Program (EEP)**, a core element of USAID's Eastern Europe-based **Ecolinks Program**, managed a portfolio of grants supporting market-oriented solutions to urban and industrial environmental problems. EED also manages the United Nations-funded **Fulbright Indo-American Environmental Leadership Program**, administering fellowships for environmental professionals in India and the U.S. Through the new **ASEAN Training** Task Order under the USAID's START, EED will design and manage a series of training modules for public and private sector professionals in the Association of Southeast Asian Nations, in coordination with the U.S. State Department's ASEAN Cooperation Plan.

The **Investing in Women in Development** Fellows bring expertise in economic growth and agriculture, democracy and conflict prevention, global environment, and girls' education to USAID Missions and Bureaus around the world.

Facing page: Journalists pictured at a rural electrification site-visit during the "Media Workshop on Access to Modern Energy" in Santa Cruz, Bolivia. Under the direction of USAID, the IIE Energy Group designed and implemented a regional workshop for radio, TV and print media representatives of eight Latin American/Caribbean countries. The workshop objective was to increase the quality of reporting, public participation and national dialogue on electricity sector issues in the region. This project was identified as a success story on the USAID Bureau for Economic Growth, Agriculture, and Trade's website.

Through the **Emerging Markets Development Advisers Program**, U.S. MBA candidates with business backgrounds assist USAID by providing technical assistance to local businesses in areas such as microfinance, conservation, entrepreneurship, financial services, and information technology.

The **Leadership Development Mechanism**, designed and implemented by IIE through its West Coast Regional Center, is an innovative reproductive health leadership development program. Funded by The David and Lucile Packard Foundation, it focuses on Ethiopia, India, Mexico, Myanmar, Nigeria, Pakistan, Philippines and Sudan. Through 2003, IIE has trained more than 300 leaders to dramatically expand family planning and reproductive health choices among the most vulnerable populations and communities.

state-run utilities, many in the early stages of commercialization, is underway. Newly established state electricity regulatory commissions will also require skilled personnel to play an effective, independent oversight role. The **IIE India Distribution Reform Project**, conducted with the support of USAID, responds to these priorities through technical training within utilities, regulatory and policy-making bodies and educational institutions. Pressure will increase to improve performance as the electric power grid business becomes more competitive.

The USAID Mission in Jakarta sponsors the **Indonesia Electricity Sector Restructuring Program**, providing capacity building assistance to Indonesia's Directorate General for Electricity and Energy Utilization. The Energy Group has



Fellows gathered in Kuala Lumpur for a two-week workshop on how the media could raise issues in reproductive health and gender relations in order to formulate strategies for advocacy. One Fellow from Pakistan reported, "We are now able to initiate change with comprehensive knowledge of reproductive health..."

Providing affordable, available, and environmentally acceptable electricity is a primary challenge of global development. Nearly half of the world's population lacks access to electricity. The **IIE Energy Group** trains professionals, from senior policy makers to industry engineers. Many play leading roles in implementing national energy and environmental programs.

Reforms to India's power sector focus on improving the performance of state owned distribution systems. A national effort to upgrade the skills of operators and managers of

facilitated the promulgation of a legislative foundation for sector restructuring and the establishment of an independent regulatory body. This will gradually eliminate a monopolistic system and implement an open, competitive market. The legislation also established an independent electricity market regulatory board. IIE's Energy Group has delivered 27 training programs, seminars, and study tours to facilitate this transition.

In 2003, the IIE Energy Group began to implement training in support of the Nigerian government's energy sector reform. Nigeria is the most populous country in Africa with a rapidly growing population of over 125 million people. Poverty is endemic, despite large oil reserves and significant natural resources. The **Nigeria Energy Training Program**, sponsored by USAID and the U.S. Department of Energy, will help Nigeria's National Electric Power Authority renovate and expand its system to reach 85% of the population by 2010.

IIE, with local Nigerian partners, developed workshops to formulate a legal regime, a regulatory framework, and a regulatory commission. Nearly 200 Nigerian professionals participated in these workshops.

IIE assisted the U.S. Department of Energy to implement a series of **U.S.-Mexico Cross Border Energy Trade Workshops** designed to increase energy trade across the border. They bring together federal, state and industry officials to identify obstacles to cross border electricity and natural gas trade and develop strategies to address them. Energy integration benefits the consumer in the form of lower prices and reliability of supplies of gas and electricity.

IIE is actively involved in promoting USAID's objective of training and technical assistance for cleaner production in Latin

improving access to energy for traditionally marginalized communities. Better media coverage will increase public understanding and participation in a national dialogue on energy issues. IIE worked with Cooperativa Rural de Electrificación of Santa Cruz, the largest and most progressive utility in Bolivia, as local partner for this workshop.

IIE supports USAID funded energy reform programs in Brazil. Three hydroelectric power projects are planned for Tocantins state. Realizing the economic potential and environmental consequences of hydroelectric power development, the USAID funded **Tocantins Energy Education and Participation Project** facilitates the participation of affected communities in the decision making process.

IIE will assist USAID on new projects in Southeast Asia.



America. The Energy Group organized a training program to introduce the principles of Cleaner Production to the industry of the Queretaro region of Mexico — a highly industrialized region north of Mexico City. Site visits and an audit provided participants with direct evidence of improvements that could be made to reduce energy and water consumption and waste production, all resulting in operating savings.

To promote public participation in the energy sector, IIE implemented a workshop on “*Access to Modern Energy*” for USAID targeting the media from eight countries in Latin America. It enabled the media to more effectively report on the subject by providing an opportunity to meet with stakeholders and better understand national and regional plans for

Winrock International and the Energy Group will manage the **Southeast Asia Regional Initiative for Energy — Energy Grants Management Project**. This will provide regional grants to build sustainable local capacity by training specialists on issues of regional energy cooperation.

Under the **South Asia Regional Initiative for Energy**, IIE, teaming with Nexant, will provide institutional, technical assistance and capacity building services to increase regional cooperation among the energy sectors of India, Bangladesh, Nepal, Sri Lanka, Bhutan and the Maldives. Activities focus on regional efforts in the areas of energy security, distribution reform (with focus on rural energy supply), regulatory reform and restructuring, and energy efficiency.

Facing page: Sue Dorning, LDM Coordinator, visits an Leadership Development Mechanism Project at a children's nutrition center on the outskirts of Yangon, Myanmar. IIE's West Coast Regional Center administers this innovative reproductive health leadership development program. Center and Right: Journalists at a site-visit to a rural village during the Media Workshop on Access to Modern Energy in Santa Cruz, Bolivia.

International Offices

IIE's global network of international offices plays an indispensable role in IIE's mission to promote the development of human capacity through international education. These offices and their programs expand educational opportunities in regions where they have previously been scarce, partner with local and regional governments to promote educational and academic reform, set standards of achievement, and build local and regional human resource capacity.

Latin America | IIE's Latin America office, based in Mexico City, celebrates its 30th anniversary in 2004. Breaking new ground, the Latin America office recently organized a partnership between USAID and the **Ford Foundation International Fellowships Program** to provide intensive English training in the U.S. to indigenous IFP fellows and the opportunity to learn about U.S. culture as well as enhance their understanding and knowledge of rural development issues. IIE Latin America also worked closely with the Mexican Ministry of Education to develop new measures of English language proficiency at secondary schools throughout the country through use of ETS' TOEFL Institutional Testing Program.

Through the **Ford Foundation's Regional Program for Graduate Fellowships in the Social Sciences**, IIE Latin America contributes to the professional development of Central American and southern Mexican leaders who have made significant contributions to strategic competence-building in the fields of public administration and civil society. In addition to providing educational advising services for students and professionals throughout Mexico, the office also hosts the State Department's **Regional Educational Advising Consultancy** for Mexico, Central America, and the Caribbean.

Asia | In Asia, IIE's offices in China/Beijing and Indonesia manage the Ford Foundation funded **Asian Scholarship Foundation ASIA Fellows Program**, developing a cadre of experienced social science researchers through exchanges within Asia. IIE staff in Vietnam,

Indonesia, and Thailand work closely with the East West Center to support alumni chapters as well as raise awareness of Center programs which bring together scholars from across the Asia Pacific region. IIE's Bangkok-based regional office for Southeast Asia develops partnerships with local education ministries that are currently reforming education curricula and expanding access to higher education across the region. Other programs such as USAID's **Exchange Program for Sustainable Growth** support the development of clean technology, environmental management and urban environmental policy.

The offices in Vietnam, Thailand and China/Hong Kong promote U.S. educational opportunities by providing free, open and unbiased educational advising services to students as part of the U.S. State Department's worldwide network of advising centers. Annual **U.S. Higher Education Fairs** are held across Asia each October, providing a unique opportunity for local students and parents to meet with representatives of visiting higher educational institutions from the U.S. An ETS "Advising for the Future Award" to IIE's office in Hong Kong this year will support a new web-based advising service for China which will provide free and accurate information to students and advisers throughout China's mainland.

IIE/Beijing assists with the administration of U.S. Fulbright researchers and manages the Ford Foundation International Fellowships Program in China. IIE's partner organization in Indonesia, the Indonesian International Education Foundation, provides a wide range of education services, including a new \$1million **Ford Foundation Pathways Program** to develop English teacher capacity in local universities, that will enhance the teaching of cognitive and communicative skills to undergraduates in traditionally underserved areas.

Europe | IIE offers programs for future leaders in countries throughout Europe with support from The GE Foundation, The Goldman Sachs Foundation and The Lucent Technologies Foundation. Its regional office,

Facing Page: top: Dr Tran Xuan Thao, Director of the Fulbright Program in Vietnam, and Dr. Allan Goodman congratulating Fulbright Students on their return to Vietnam at a ceremony marking the 10th Anniversary of the Fulbright Student Program in Vietnam. The celebrations highlighted the Fulbright Program's contribution to Vietnam's human resource and economic development as well as to Vietnam-U.S. relations and mutual understanding.

based in Budapest, implements a number of programs throughout Central and Eastern Europe to enhance environmental awareness and responsibility. In Ukraine, IIE/Kiev administers the Fulbright Program, with the support of the U.S. State Department. With more than 200 alumni, the office has stimulated discussions on issues of academic professionalism as well as established a model standard of academic excellence. The IIE/Moscow office, established in 1994, administers the Fulbright Program in Russia as well as the Ford Foundation International Fellowships Program. The programs in Europe provide previously unavailable educational opportunities to disadvantaged populations who in turn gain the knowledge and capacity to enrich their local environment.

Africa/Middle East | IIE administers a wide range of programs in Africa and the Middle East. Through the **Development Training II** program based in its Cairo office, IIE has provided training to more than 65,000 people over the last six years. At the heart of this program has been the concept of “training for results” which has included strengthening management and technical capabilities and enhancing the professional performance of individuals and groups across Egyptian society. IIE’s Energy Group trains in the area of sustainable energy practices. In partnership with USAID, IIE offers the **Emerging Markets Development Advisers Program (EMDAP)** to U.S. MBA candidates who gain business experience abroad by providing management assistance to small and medium-sized enterprises and business-serving organizations in developing countries. On the **Education for Development and Democracy Initiative**, IIE also works with USAID to provide funding, NGO oversight, and technical assistance to more than 2,000 Sub-Saharan African schoolgirls for mentoring, tutoring, HIV/AIDS and adolescent health training and empowerment.

Globally, IIE’s offices also work together to assist sponsors with the worldwide implementation of their programs. IIE works closely with government agencies, private foundations and corporate sponsors. Ongoing work with The



David and Lucile Packard Foundation continues to support training in reproductive health on three continents. IIE’s longstanding partnership with the Educational Testing Service also widens access to educational assessment and training tools for students, private sector industry and governments around the world.

IIE’s network of international offices provide a unique blend of local, regional, and global capacities. Through them, IIE has the ability to partner with the public and private sector to implement innovative and meaningful programs on a global basis.

Center: In Mexico, the IIE-Latin America office helped organize a partnership between USAID and the Ford Foundation International Fellowships Program to provide intensive English language training for indigenous first-year graduate students. Their nine-week summer course took place at the Spring International Language Center at the University of Arkansas in Fayetteville. Bottom: IIE works closely with The GE Foundation around the world. Pictured here are Stuart Dean, GE Company, Southeast Asia and Executive Director Dr. Irid Agoes of the Indonesian International Education Foundation, an IIE affiliate, at an award ceremony in Jakarta, in July 2003.

Scholar Rescue Fund

A better, more peaceful, prosperous world depends on people's minds being opened to new ideas and new ways of thinking. Yet throughout history, those who seek to discover and share new ideas have suffered. Intellectuals and academics whose ideas threaten established orthodoxies have been persecuted. Authoritarians and oppressors of all stripes, knowing that the truth, if widely known, would undermine their power, will go to any length to maintain control, subjecting scholars to surveillance, threats, imprisonment, or worse, torture and death.

Today, the **Scholar Rescue Fund** supports fellowships for scholars whose lives and work are threatened, providing them with temporary refuge at universities and colleges in safe countries. There they will continue to share their talents and expertise with students, colleagues and the community at large, beyond the reach of intimidation and threats.

The Fund builds on work done by the Institute on an *ad hoc* basis since its founding. In the 1920's IIE's founder Stephen Duggan led the Institute in helping Russian students and scholars who had been displaced by the Revolution to continue with their education and research. In the 1930's, IIE formed the Emergency Committee in Aid of Displaced Foreign Scholars to rescue European academics from the Nazis. In later decades, the Institute assisted scholars from Communist Eastern Europe, as well as Chinese students after the 1989 Tiananmen Square uprising.

In 2002, IIE committed to make the rescue of scholars a permanent part of the Institute's work. Under the leadership of IIE Trustees Dr. Henry Jarecki, Jeffrey Epstein, and Thomas Russo, and with the support of George Soros and the Open Society Institute, the Institute established the Scholar Rescue Fund.

In his remarks on the Scholar Rescue Fund at the International Awards Dinner on September 25th, Dr. Jarecki cited the reasons he and his colleagues are so passionate about this project.



"We are protecting a heroic image of ourselves. By bringing those persecuted scholars to a safer place, we shine the light on those who terrorize them. We want the work of such scholars to continue without interruption. We know what they can do for us and what they have done for the world. And finally, and perhaps most significantly, we rescue scholars to have an impact on ourselves. We need to understand how and why scholar repression happens and we need to ensure that we here in the United States do not fail to defend and expand the freedoms we have."

Since its inception, the Fund has received requests from scholars in over 80 countries. Thirty awards have been made to date. Like earlier generations, many of the Fund's grantees will return home when conditions have improved to help rebuild universities and societies ravaged by conflict, repression and fear. The Fund recently received \$1 million from Ford Foundation, an important leadership gift toward an endowment goal of \$10 million that will provide hope and relief for future generations of truth-seekers in their time of need.

IIE Chairman Thomas S. Johnson (left) and IIE Trustee Dr. Henry Jarecki (second from right) at IIE's annual International Awards Dinner with rescued scholars Win Pe and Mande Semon. Win Pe is a famous poet, writer, scholar and educator in Myanmar, who fled the country after being placed under house arrest and interrogated for protesting government policies. Mande Semon is an agronomist and crop geneticist from the Ivory Coast who was accused of collaborating with an alleged participant in a recent coup that destabilized the country.

International Awards Dinner



On September 25th, IIE hosted its annual International Awards Dinner at The Plaza in New York City. The theme of the dinner was “IMPACT,” as it is of this report. This year IIE recognized BP and its Chairman, Lord Browne of Madingley, with its inaugural **Opening Minds Corporate Leadership Award**, and composer, conductor, and Fulbright alumnus, Lukas Foss, with the **Fritz Redlich Alumni Award**.

In his greeting, James J. Schiro, CEO of Zurich Financial Services, who served as the evening’s Welcoming Co-Chair, noting Zurich’s role of building bridges of understanding — with customers, neighbors, investors and employees around the world, said:

“Today, more than ever before, leaders of all stripes need to be able to work effectively across cultures. We need to encourage bright young men and women to learn to live in cultures that are different — so they not only understand those cultures, but also appreciate the differences and respect them. That is vitally important. And it is central to the work of the Institute of International Education.”

BP, the largest hydrocarbons company in the U.S., works in some of the world’s wealthiest countries, as well as the poorest and most war-torn nations. Under Lord Browne’s leadership, it is committed to fostering new standards of transparency and ethics in the way it does business, assuring that its presence in a community results in mutual advantage. BP seeks to be a force for good.

In accepting the award on Lord Browne’s behalf, Patti Bellinger, BP’s Head of Leadership Education, Global Diversity and Inclusion, said:

“Education is the critical path forward toward these important but very challenging aspirations. We’ve all seen how education can be the enabler of progress, so we invest — in communities, in primary education, but also in educational experiences for young people at the world’s greatest institutions of higher education....to create the leaders of tomorrow in government, and academia and in business.”

Lukas Foss was introduced by Dr. Leon Botstein, President of Bard College and music director of the American Symphony Orchestra, who was recently appointed music director of the Jerusalem Symphony Orchestra. In his introduction, he said:

“Lukas Foss is probably one of the musicians that all musicians both admire and envy. Music, like any other field, is very competitive and people think if you do one thing well, that’s enough....Lukas Foss...is a fabulous conductor and a great composer. And you will never hear anyone play J.S. Bach as well....”

Dr. Botstein also noted that this award makes a statement that the arts are not merely peripheral to the quality of democracy. In fact they are crucial to the expression of freedom. Upon accepting his award, Lukas Foss played *Fantasy Rondo*, which he had composed at the age of 23.

At IIE’s International Awards Dinner, Left: IIE Chairman Thomas S. Johnson and Trustee Thomas Russo present Patti Bellinger, BP’s Head of Leadership Education, Global Diversity and Inclusion, with the Opening Minds Corporate Leadership Award on behalf of Lord Browne. Center: Fulbright Alumnus and renowned composer Lukas Foss with Bard College President Leon Botstein; Right: Welcoming Co-Chair James J. Schiro, CEO of Zurich Financial Services, with Lukas Foss.

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Special Events

New York Headquarters

On September 25, 2003 IIE hosted its Annual International Awards Dinner at The Plaza in New York City. The dinner honored Lord Browne of Madingley and BP with the inaugural Opening Minds Corporate Leadership Award. Renowned composer and conductor Lukas Foss, a former Fulbrighter, was awarded the Fritz Redlich Alumni Award. Leon Botstein, President of Bard College, presented Lukas Foss with this special award. This year's dinner also featured a number of distinguished alumni of the Fulbright Program who served on the Fulbright Committee. The dinner program featured a speech by Dr. Henry G. Jarecki on the Scholar Rescue Fund, an initiative to support persecuted scholars from around the world, as well as comments from a rescued scholar.

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Midwest Regional Center

The IIE Midwest Regional Center held its annual Benefit Dinner at the Ritz Carlton Hotel in Chicago on October 8, 2003. The evening's panel discussion, "Views on the Middle East," moderated by Allan Goodman, President and CEO, included panelists Shahar Dilbary, a Fulbright student from Israel who is pursuing his JD/PhD from the University of Chicago. Dr. Samia Hassan Rizk, a Hubert H. Humphrey Fellow from Egypt and a Professor of Clinical Pathology at the Cairo University of Medicine, and Ms Hala Zureiqat, a Hubert H. Humphrey Fellow from Jordan and the head of the International Relations Department for Jordan Radio and Television Corporation.

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Rocky Mountain Regional Center

On May 16, 2003, IIE's Rocky Mountain Regional Center held its fifth annual Diplomats Ball. The event was held at the Hyatt Regency in Denver, Colorado. This event was for the benefit of IIE's work in the Rocky Mountain Region.

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The IIE Southern Regional Center International Gala was held on October 3, 2003 and honored two distinguished couples, Dr. and Mrs. Arthur Smith, retired president and chancellor of the University of Houston and Dr. and Mrs. Malcolm Gillis, president of Rice University.

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West Coast Regional Center

On October 28, 2003 IIE's West Coast Regional Center hosted its annual Distinguished Service Award dinner in San Francisco. This special event honored the Richard and Rhoda Goldman Fund and Richard N. Goldman, President, in recognition of the outstanding role they have played as stewards not only of the Bay Area community but also as citizens of the globe. Senator Dianne

Feinstein was Honorary Chair of the event. Dr. Paul Portney, President of Resources for the Future, was the keynote speaker for the evening and Kate Kelly, KPIX Anchor, Channel 5 Eyewitness News, served as moderator.

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Financial Statements

IIE's financial statements are audited on an annual basis by PricewaterhouseCoopers LLP. The statements of financial position, as of September 30, 2003, and the related statement of activities for the year ended September 30, 2003 are presented in the next few pages. The complete audited financial statements are available upon request. Please contact the Controller at the Institute of International Education, 809 United Nations Plaza, New York NY 10017, 212-984-5427.

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

INTERNATIONAL EXCHANGE OF PERSONS

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

SCIENTIFIC COOPERATION ACTIVITIES

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

SHORT-TERM INTERNATIONAL VISITORS

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

ASSISTANCE TO COLLEGES AND UNIVERSITIES

Various of IIE's international offices administer or provide support services for the administration of tests of English-language competence and other standardized US university admissions tests.

INSTITUTE EDUCATIONAL SERVICES

IIE tracks international student flows and, with US government support, publishes its findings annually in *Open Doors*.

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

OVERSEAS OFFICE AND REGIONAL CENTER ACTIVITIES

IIE offices abroad provide information and educational services to students, universities, the business community and government officials in the regions they serve, in addition to supporting IIE projects in their regions. IIE's Regional Centers in the US develop and conduct locally supported exchanges and support national IIE programs and projects.

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

IIE Statement of Financial Position

For the year ended September 30, 2003 with comparative totals as of September 30, 2002

	2003	2002
ASSETS		
Cash and cash equivalents	\$10,093,091	\$3,298,314
Reimbursable expenditures under contracts in progress	18,653,139	16,829,869
Contributions receivable	6,551,932	9,739,011
Investments, at fair value	40,280,819	35,895,071
Prepaid expenses and other assets	1,479,234	1,285,539
Fixed assets, net	24,323,118	24,343,519
Restricted cash	181,629	1,451,048
Beneficial interests in perpetual trusts held by third parties	3,076,881	2,784,347
Total assets	\$104,639,843	\$95,626,718
LIABILITIES AND NET ASSETS		
LIABILITIES		
Bonds payable	\$16,552,358	\$16,821,013
Accounts payable and accrued expenses	7,536,498	9,824,876
Sponsored funds received in advance	18,575,770	5,584,421
Deferred income	41,433	592,384
Total liabilities	42,706,059	32,822,694
COMMITMENTS AND CONTINGENCIES		
NET ASSETS		
Unrestricted	21,158,790	13,845,819
Temporarily restricted	35,788,011	43,463,407
Permanently restricted	4,986,983	5,494,798
Total net assets	61,933,784	62,804,024
Total liabilities and net assets	\$104,639,843	\$95,626,718

Consolidation of Affiliate In February, 2001, the Institute created and incorporated the International Fellowships Fund, Inc. (IFF), a not-for-profit organization to administer and support the activities of the International Fellowships Program. IFF is exempt from Federal income taxes under Section 501(C)(3) of the Internal Revenue Code and is designated as a Type I supporting organization to the Institute. IFF commenced operations with funding received from the Ford Foundation in the amount of \$275,526,718 in September 2001. IFF is a "depleting endowment" with a 10-year pay-out objective. IIE appoints four of the seven IFF board members thereby maintaining controlling interest. In accordance with accounting principles generally accepted in the United States of America, IIE is required to present a consolidated financial statement including its affiliate (IFF). Reported assets and liabilities include pending trades in marketable securities being purchased or sold by IFF as of September 30th, 2003 and settled in early October 2003. A fiscal year 2003 consolidation summary is presented below:

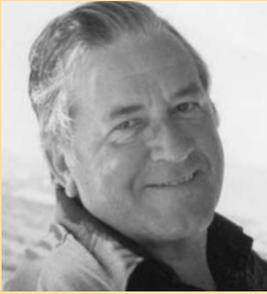
	IIE Only	IFF Only	Consolidated IIE
Net Investments, at Market	40,280,819	290,621,978	330,902,797
Total Assets	104,639,843	298,820,593	403,340,188
Total Liabilities	42,706,059	34,797,871	76,503,370
Unrestricted Net Assets	21,158,790		2,158,790
Temporarily Restricted Net Assets	35,788,011	264,022,722	300,691,045
Permanently Restricted Net Assets	4,986,983		4,986,983
Total Revenue	165,050,627	22,379,327	185,478,304
Total Expenses	165,920,867	28,330,597	191,726,770
Decrease Net Assets	(870,240)	(5,951,270)	(6,248,466)

IIE Statement of Activities

For the year ended September 30, 2003

	2003			2002	
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Total
REVENUES					
Sponsored Programs	\$145,382,395			\$145,382,395	\$163,130,478
Contributions	1,588,377	\$10,065,600	\$50,000	11,703,977	10,080,731
Investment Return	5,628,205	1,199,138	(557,815)	6,269,528	(4,264,563)
Sales of Publications	235,987			235,987	276,749
Special Events					
Contributions	990,500			990,500	1,105,874
Direct Costs	(578,775)			(578,775)	(604,992)
Net Revenues from special events	411,725			411,725	500,882
Membership fees	369,792			369,792	327,275
Other Revenue	624,988			624,988	396,377
Voluntary Services	52,235			52,235	121,460
	154,293,704	11,264,738	(507,815)	165,050,627	170,569,389
Net assets released from restrictions	18,940,134	(18,940,134)			
Total Revenues	<u>173,233,838</u>	<u>(7,675,396)</u>	<u>(507,815)</u>	<u>165,050,627</u>	<u>\$170,569,389</u>
EXPENSES					
Sponsored Programs					
International exchange of students and scholars	142,551,373			142,551,373	\$151,103,865
Development training and assistance	2,932,277			2,932,277	5,768,256
Short-term international visitors	4,505,170			4,505,170	3,945,626
Educational services	7,977,288			7,977,288	5,375,166
Total sponsored programs	157,966,108			157,966,108	166,192,913
Institute, educational and information services:					
Overseas and regional office activities	453,661			453,661	423,170
Research, publications and information services	779,790			779,790	1,054,359
Total institute, educational and information services	1,233,451			1,233,451	1,477,529
Total program services	159,199,559			159,199,559	167,670,442
Supporting services					
Management and general	5,637,969			5,637,969	5,379,739
Fund raising	1,083,339			1,083,339	1,097,723
Total Supporting Services	6,721,308			6,721,308	6,495,462
Total Expenses	165,920,867			165,920,867	174,165,904
Increase (decrease) in net assets	7,312,971	(7,675,396)	(507,815)	(870,240)	(3,596,515)
NET ASSETS, beginning of year	13,845,819	43,463,407	5,494,798	62,804,024	66,400,539
NET ASSETS, end of year	<u>\$21,158,790</u>	<u>\$35,788,011</u>	<u>\$4,986,983</u>	<u>\$61,933,784</u>	<u>\$62,804,024</u>

In Memoriam



Andrew Heiskell

In July, IIE received the news of the passing of our beloved Trustee, the noted publisher and philanthropist Andrew Heiskell. Andrew rose from being a reporter at LIFE magazine to become Chairman and CEO of Time Inc. In the years since his retirement, he devoted himself to philanthropic leadership, serving as Chairman of the New York Public Library and the American Academy in Rome, and working with numerous other organizations in New York and around the world.

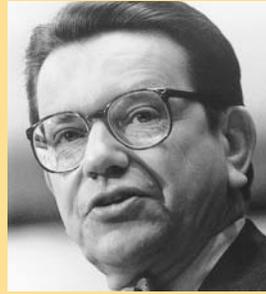
Andrew had an enduring commitment to bettering the world through international education. He gave generously of his time and talent, serving as a member of IIE's Board of Trustees and as a former Chairman of the Executive Committee. His leadership was particularly evident during IIE's 75th anniversary in 1994, when Andrew worked tirelessly with business and government leaders in developing and chairing a prestigious 75th Anniversary Forum on the role of international education in a world shaped by international communications and a global economy.

"It is always flattering to be asked to help some good cause... I consider it citizenship."

— Andrew Heiskell

He believed, especially after 9/11, that international education was one of the surest ways to make the world a less dangerous place.

His interest in supporting the best and most innovative work in the field led the Institute to create the Andrew Heiskell Awards for Innovation in International Education to showcase campus-based initiatives that promote study abroad, faculty programs, and internationalizing the campus. In 2003, we gave out the second round of Andrew Heiskell Awards at our Board meeting in New York and at a luncheon on Capitol Hill.



Paul Simon

On December 9th we learned of the death of another of our Trustees, Senator Paul Simon.

Paul had served on the IIE Board since his retirement from the U.S. Senate in 1997. Since then he had been on the faculty of Southern Illinois University where he created a public policy institute.

Paul's political career began with his election to the state legislature in 1954. He was elected to the U.S. House of Representatives in 1974, and to the Senate in 1984, where he was highly respected as a reformer. One former colleague, Senator Edward M. Kennedy, referred to him as "the conscience of the Senate."

In the last months of his life, he lobbied for federal financial assistance to help more U.S. students to study abroad. Paul conceived of the Abraham Lincoln Study Abroad Fellowship Program, which would enable some 500,000 undergraduates to study abroad. This was to commemorate the 200th anniversary of Abraham Lincoln's birth. Enactment of this program would be an appropriate and lasting legacy.

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Left to right: Chandlee Barksdale, Director, Corporate Programs, with the Lucent Technologies and Goldman Sachs Corporate Program teams: Brienne Foley, Program Administrator, Goldman Sachs Global Leaders Program (GSGLP); Kim Samson, Senior Program Administrator, Lucent Global Science Scholars Program (LGSSP); Daria Housman, Manager, US Competition and Global Alumni Activities, GSGLP; Karen Mroz, Manager, Strategic Events and Communications, GSGLP; and Beth Barak, Manager US Competition, LGSSP.

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