

Opening Minds to the World

INSTITUTE OF  
INTERNATIONAL  
EDUCATION

85 YEARS

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, educational and professional exchange opens minds.

**THE FACES OF  
A NEW GENERATION**  
IIE grantees gather in  
Amman, Jordan to discuss  
their experiences.  
Pursuing innovative  
projects that range from  
studying vocational  
education for the deaf to  
providing management  
assistance to small busi-  
nesses, participants work  
to enhance international  
understanding while  
gaining the skills they  
need to thrive in today's  
multicultural, globally  
interconnected world.

Richard Lord



“Clearly, we need to use education to advance tolerance and understanding. Perhaps more than ever, international understanding is essential to world peace — understanding between faiths, between nations, between cultures. Today, we know that just as no nation is immune to conflict or suffering, no nation can defend itself alone. We need each other — as friends, as allies, as partners — in a struggle for common values and common needs.”

KOFI ANNAN, SECRETARY GENERAL OF THE UNITED NATIONS  
AT IIE'S 2001 INTERNATIONAL AWARDS DINNER



Christina Thomson

**TRAINING FOR HUMAN RIGHTS**

Through IIE's International Human Rights Internship Program, a young human rights activist assisted a family of refugees. From an initial focus on training individuals, the program's priority has now shifted to conducting professional development for human rights organizations in developing countries.

“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



**A VISION BECOMES REALITY**  
President Truman signs the Fulbright Bill into law on August 1, 1946. In nearly six decades, the Fulbright Program has provided more than 255,000 participants with the opportunity to study and teach in each other's countries, exchange ideas, and develop joint solutions to address shared concerns.

“For eight decades the IIE has been the world’s leader in promoting the exchange of people and the sharing of ideas. Founded in the aftermath of the war, so clearly to help prevent war, it is dedicated to the promise that people who understand and know each other better are less likely to hate and attack each other. And that requires a certain faith in human character, a faith without which no human progress could be achieved.”

MADELEINE K. ALBRIGHT, FORMER SECRETARY OF STATE  
AT IIE’S 80TH ANNIVERSARY INTERNATIONAL AWARDS DINNER IN 1999

**PIONEERS IN STUDY ABROAD**  
IIE helped to develop the Junior Year Abroad concept in the 1920s, and, in recent decades, has worked with funders to expand study abroad opportunities to enable a broader base of U.S. students to study in more diverse destinations.



University of Delaware  
1926 - Foreign Study Group

“Driven by the knowledge that a quality education ushers in a lifetime of opportunities, GE spearheads initiatives that enable students around the world to expand and achieve their dreams.”

JEFF IMMELT, CHAIRMAN & CEO, GE  
RECIPIENT OF IIE'S 2004 OPENING MINDS CORPORATE LEADERSHIP AWARD

# Foundation

**DEVELOPING HUMAN CAPACITY**  
U.S. Ambassador George H. Walker (front center) and Hungarian Minister of Education Bálint Magyar congratulated new GE Foundation Scholars at an award ceremony in Hungary, one of twelve countries worldwide where IIE administers GE Foundation Scholarships in technology, economics, and management fields.





**A NEW ERA IN CULTURAL RELATIONS**  
Pianist Van Cliburn gained national acclaim after winning the First International Tchaikovsky Competition in Moscow in 1958 on a travel grant from the Institute. For an American to be so warmly received in Russia at the height of the Cold War was a stunning accomplishment.

# Celebrating 85 Years of the Institute of International Education

**T**he Institute of International Education is a world leader in the international exchange of people and ideas. An independent, nonprofit organization founded in 1919, IIE has 18 offices worldwide, over 850 college and university members, and more than 6,000 volunteers.

When IIE began its work in the aftermath of World War I, its founders believed that international education was the most important tool available

to humankind for reducing conflict and improving the world. They realized that knowledge shared across borders was the fuel of human progress, the means to advance the lives of people throughout the world.

Since that beginning, IIE has joined with many partners – governments, foundations, corporations and generous individuals – to find the most talented people around the world and to provide them with the means to acquire greater knowledge and to share their knowledge with others outside of their own country. These American and foreign students, scholars, and professionals have advanced civilization in every field of human endeavor – medicine, diplomacy, the sciences, literature and the arts. At the beginning of this new century over 400,000 individuals have benefited from IIE-managed programs, including 48 Nobel Prize winners.

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## IIE'S GOALS ARE TO:

- Promote closer educational relations between the people of the United States and other countries;
  - Increase the number of students, scholars and professionals who have the opportunity to study, teach and conduct research outside of their own country;
  - Strengthen and internationalize institutions of higher learning throughout the world;
- Foster sustainable development through training programs in energy, environment, global health, business management, and leadership development;
- Partner with corporations, foundations, and governments in finding and developing people able to think and work on a global basis.

# 85 Years of Opening Minds to the World

1919: OUT OF THE ASHES OF WAR: THE FOUNDING OF IIE

**W**ith a \$30,000 grant from the Carnegie Corporation, the Institute of International Education opened its doors on February 1, 1919 in New York City, with a staff of four and Dr. Stephen P. Duggan as its Director. Its co-founders were two Nobel Peace Prize winners: Nicholas Murray Butler, president of Columbia University, and Elihu Root, former U.S. Secretary of State. In the aftermath of World War I, the Institute's founders believed that there could be no lasting peace without greater understanding between nations – and that international educational exchange formed the strongest basis for fostering such understanding. In its opening year, IIE developed its first exchange program for American professors to teach in European Universities.

The following timeline highlights IIE's major achievements in the past 85 years.

## 1920's

### BUILDING THE FOUNDATIONS

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- 1920** Rescues scholars displaced by Bolshevik Revolution.
- 1921** Designs and lobbies for the creation of a student visa, as U.S. legislation begins to foreclose other channels of access for foreign students.
- 1922** Initiates first IIE Student Exchange Program between the U.S. and Czechoslovakia.
- 1927** Organizes a committee to supervise Junior Year Abroad scholarships and encourages the expansion of the Junior Year Abroad.
- 1929** Opens Latin American Division and administers more than 250 Fellowships worth almost a quarter of a million dollars.

## 1930's

### FIGHTING TOTALITARIANISM

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- 1932** Edward R. Murrow joins the Institute as Assistant Director. He goes on to a distinguished career in broadcast journalism at CBS, and later serves as director of the United States Information Agency.
- 1933** Establishes the Emergency Committee in Aid of Displaced German Scholars, which saves over 330 European scholars from the Holocaust.
- 1934** Sponsors a Summer Institute in Soviet Civilization at Moscow University for American students.
- 1935** Creates the framework for Latin America-U.S. student and faculty exchanges through the Convention for the Promotion of Inter-American Cultural Relations.

- 1936** Establishes the American-Chinese Student Exchange, the first IIE study abroad opportunity for Americans in Asia.

## 1940's

### DESTRUCTION AND RENEWAL

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- 1941** First U.S. government-sponsored exchange programs undertaken by IIE, focusing on Latin America.
  - 1942** Secures aid for Chinese students unable to return home because of the war.
  - 1943** First IIE regional bureau opens in Washington, DC as a center of information on international educational exchange.
  - 1945** Resumes European exchanges. Inquiries about exchange opportunities flood the Institute from every corner of the globe.
  - 1946** Senator J. William Fulbright's proposal to use proceeds from the sale of war surplus to finance educational exchange becomes law.
  - 1947** U.S. Government asks IIE and CIES to administer the Fulbright Educational Exchange Program, which arranges for more than 4,000 Americans to go to Europe to aid in reconstruction.
  - 1948** Publishes first annual survey of international students as *Open Doors*, a publication which, continued annually, is used widely by the academic community, government, and the media as the most authoritative source of data on international student mobility.
- Signs agreement with Department of Army to bring students and teachers from occupied areas of Germany, Japan and Austria to U.S. on exchange programs, as part of the post war reconstruction effort.

## 1950's

### COLD WAR, NEW NATIONS

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- 1950** Creates new U.S. scholarship opportunities for students from African nations emerging from colonial rule.
- 1951** Opens Regional Offices in Chicago, Houston, Denver, and San Francisco, with support from the Ford Foundation.
- 1952** The Institute begins to administer Ford Foundation Grants to train specialists and leaders in emerging nations and establishes Educational Associates Program (now IIE Network), providing services to over 850 colleges and universities around the world.
- 1956** Comes to the aid of Hungarian refugee students, as more than 700 freedom fighters receive scholarships to U.S. colleges and universities.
- 1958** IIE President goes to Moscow to develop Russian-American exchanges. IIE establishes a Department for East-West Exchanges.

## 1960's

### STRUGGLE FOR CHANGE

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- 1961** The Ford Motor Company Fund International Fellowship Program is established through IIE, the largest corporate-sponsored foreign student program managed by the Institute.
- 1962** Opens offices in Africa, Latin America, Asia, and Europe to meet the growing international needs for information on U.S. higher education. These offices also provide admissions officers in U.S. colleges and universities with first-hand information about non-sponsored foreign applicants.

**1964** New IIE headquarters erected on United Nations Plaza with special contributions of \$2,500,000. Alvar Aalto, the prominent Finnish architect, designs the Kaufmann Conference Center on the 12th Floor.

**1965** Initiates 26 new fellowship programs sponsored by foundations or corporations including the Chrysler Corporation, the Xerox Corporation, and Sankei Shimbun (the first IIE program sponsored by a Japanese Corporation).

**1967** The Institute opens offices in Atlanta, Los Angeles, and Hong Kong to meet the growing needs of international education in those areas.

## 1970's

### NEW DIRECTIONS

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- 1971** Under Project City Streets, IIE provides exchange opportunities for members of U.S. minority groups, including programs for New York's Puerto Rican community and the country's Native American leaders.
- 1972** Begins arranging U.S. visits for distinguished foreigners participating in USIA's (now State Department) International Visitor Program.
- 1973** Starts administering the ITT International Fellowship Program, for both U.S. and foreign nationals. The program is the largest bilateral exchange program ever sponsored by a corporation, with nearly 800 graduate students participating over 17 years.
- 1974** IIE establishes office for Latin America in Mexico City to promote inter-American understanding through education, and is asked to administer the Venezuelan Government's "Gran Mariscal de Ayacucho" Scholarship Program, assisting nearly 4,000 young Venezuelans, many from disadvantaged backgrounds. Works with AIG's Starr

Foundation to begin the international Starr Scholarship Program for American International (Employees') Children Overseas.

- 1977** Co-hosts the U.S.-Arab Educator's Conference with a Saudi Arabian university, to explore ways of increasing contact between educational leaders from the U.S. and the Arab world.
- 1978** Begins developing the South African Education Program (SAEP) to help prepare black South Africans for leadership in a post-apartheid future, with support from U.S. corporations and universities.
- 1979** IIE is invited to design and implement the U.S. Government's Hubert H. Humphrey Fellowship program for mid-career professionals.

## 1980's

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### GLOBAL INTERDEPENDENCE

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- 1981** Initiates the Conventional Energy Training Project, on behalf of USAID, to meet the need for well-trained energy experts in less-developed nations.
- 1982** With growing ties to Indonesia, IIE announces that it will open a new office in Jakarta.
- 1983** The International Human Rights Internship Program becomes part of IIE, arranging international training for young human rights activists, and later focusing on professional development for staff of human rights organizations in developing countries.
- 1984** Begins administering the Zimbabwe Manpower Development Program, a major training initiative of USAID aimed at training newly-independent Zimbabweans in key development fields.

**1985** Opens an educational advising office in Guangzhou, China, supported by the Henry Luce Foundation.

- 1986** IIE and the Soviet Ministry of Education negotiate an agreement for an exchange of U.S. and USSR undergraduates. The following year, the first U.S.-USSR student exchange takes place jointly sponsored by IIE and the Soviet State Committee for Public Education.
- 1987** With Foundation support, initiates 10-year South African Information Exchange to link South African universities and NGOs with potential U.S. partners and donors.
- 1989** Supported by the Ford Foundation, IIE provides emergency financial assistance to Chinese students and faculty on U.S. campuses.

## 1990's

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### FROM MUTUAL UNDERSTANDING TO MUTUAL ACTION

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- 1990** Establishes an office in Budapest, Hungary, to serve as IIE's European hub for management of scholarship and training programs and educational services throughout the region.
- 1993** Selected for the administration of the undergraduate portion of the new National Security Education Program, aimed at strengthening the international competence of U.S. students and the government's national security agencies.
- 1994** Opens office in Russia in response to the unprecedented challenges presented by the breakup of the former Soviet Union.
- 1995** Opens Education Information Center in Hanoi, Vietnam.
- 1996** The Institute of International Education was

selected by the U.S. government as the affiliate organization for the Council for International Exchange of Scholars and its administration of the Fulbright Senior Scholars Program.

**1997** Begins implementation of the Development Training II project for USAID in Egypt. Over an eight-year period, IIE arranged training programs for over 71,000 Egyptian participants in the U.S., third countries, and in Egypt in support of USAID's strategic objectives.

**1998** Designs and implements ASIA-HELP, an emergency loan program supported by the Freeman Foundation, to help affected Asian students complete their U.S. degrees during a period of major financial crises in many of their home countries.

Selected by the government of Brazil to administer undergraduate and graduate fellowship programs in the United States.

**1999** Launches an international annual competition for Lucent Technologies Foundation, to select 100 Lucent Global Science Scholars, who gather each summer to meet with Bell Labs scientists and build a global network of future leaders in the field of information technology.

## 2000s

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### A GLOBAL VISION FOR THE MILLENIUM

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**2000** In partnership with the Ford Foundation and 13 other organizations around the world, launches 10-year \$280 million initiative to provide fellowships for study to a new generation of developing country leaders who have previously been denied access to graduate education.

Selected by the U.S. Department of State to administer the Gilman Scholarship Program,

designed to enable financially needy undergraduate students to study abroad during their college careers.

Launches Freeman Awards for Study in Asia, to dramatically increase the number of U.S. undergraduates who study in East and Southeast Asia.

Selected by U.S. Department of State to administer the Ron Brown Fellowships Program for young leaders from Southeastern Europe.

**2001** Provides pro bono administration of scholarship programs for the dependents of victims of September 11th terrorist attacks.

Convenes first Goldman Sachs Global Leaders Institute, bringing together 50 of the world's outstanding university students from 23 countries, in cooperation with The Goldman Sachs Foundation.

Creates new Fulbright initiatives, the New Century Scholars and the Fulbright Senior Specialists Program, to complement the traditional Fulbright Program.

**2002** Awards the Institute's first Heiskell Award to recognize best campus practices in international education, in honor of long-term IIE trustee, Andrew Heiskell, former Chairman of Time Inc.

Creates Scholar Rescue Fund, formalizing the Institute's historic commitment to helping persecuted academics around the world.

**2003** Launches first IIE Network University Workshops in Southeast Europe to encourage the process of internationalization and networking in this region.

**2004** IIE helps U.S. Department of State to bring first Iraqi Fulbrighters in 11 years to the United States.

“I consider myself a bridge between  
the Iraqi and U.S. peoples.”

MR. RAWAND DARWESH, FULBRIGHT STUDENT FROM IRAQ  
FEBRUARY 2004

**RENEWING TIES WITH IRAQ**  
After a 14-year-long suspension, academic ties between the United States and Iraq were renewed in 2004, with the arrival of 25 Iraqi Fulbright grantees in this country to begin studies in the U.S. that will help them gain the knowledge and cultural insights needed to rebuild their country.





**PREPARING FUTURE LEADERS**  
Corporate and foundation initiatives such as the Goldman Sachs Global Leaders Program and the Lucent Global Science Scholars Program recognize the importance of preparing talented students from around the world for service to society and success in their future profession. Pictured are some of the Goldman Sachs Global Leaders for 2004.

# IIE Today

Together with our sponsors and donors, we are creating innovative programs that will make the world a better and less dangerous place.

IIE designs and implements more than 250 programs in 175 countries with a staff of nearly 500 in six U.S. cities and in 12 countries around the world.

IIE engages the support of more than 6,000 volunteers worldwide.

IIE manages grants to more than 20,000 individuals every year.

IIE operates an annual programs and services budget of \$185 million.

# Looking to the Future: New Initiatives

At the beginning of the new millennium, IIE continues to work with its partners to develop new initiatives that will prepare citizens of the U.S. and the nations of the world for a global future.

## *IIE's Scholar Rescue Fund*

### SAVES SCHOLARS FROM PERSECUTION

In 2002, IIE trustees Henry Jarecki, Thomas Russo, Jeffrey Epstein, and Henry Kaufman, together with George Soros' Open Society Institute, founded the Scholar Rescue Fund to provide support and safe haven to scholars around the world who are threatened as a result of their academic work. The Scholar Rescue Fund has issued awards to some 50 scholars from 28 different countries since May 2002, enabling them to continue their teaching and research and, essentially, preserving their academic careers and personal security. This effort returns IIE to its work in the 1930s when IIE's Emergency Committee in Aid of Displaced Foreign Scholars helped more than 330 scholars fleeing persecution in Europe.

## *Fulbright Student and Teaching Assistant Programs*

### DEEPEN AMERICAN UNDERSTANDING OF ISLAMIC CULTURE AND HISTORY

The Fulbright Student Program, the U.S. government's flagship leadership development program, continues to attract the best and brightest from around the world. In 2004, IIE received a 52-year high number of applications from young U.S. graduates seeking global study, internship and teaching assistant opportunities. More than 1,000 American students and 2,500 foreign graduates participate in the Fulbright Student Program each year. In recent years, IIE has worked with the Bureau of Educational and Cultural Affairs of the United States Department of State to create new Fulbright Program activities to develop American awareness and understanding of Islamic customs, history and civilization. Special initiatives in the Middle East foster deeper mutual understanding: 100 native language speakers from the Middle East will teach Arabic and other regional languages on U.S. campuses through the Foreign Language Teaching Assistant Program. In addition, through the Islamic Civilization Initiative, 40 U.S. students will study or conduct research in countries that have significant Muslim populations, and share their knowledge of Islamic culture with the American public through outreach activities upon their return. These are some of the latest new initiatives in the Fulbright Program's more than 50 years of furthering understanding between people of the United States and more than 130 nations.

*The Ford Foundation International Fellowships Program*  
FURTHERS DEVELOPMENT AND ECONOMIC  
AND SOCIAL JUSTICE

The International Fellowships Program (IFP) is the largest single program ever supported by the Ford Foundation, with an investment of \$280 million over ten years through 2010. IFP provides opportunities for advanced study to exceptional individuals from 22 countries who will use this education to further development in their own countries and greater economic and social justice worldwide. The IFP works with partner organizations around the world to assure the local relevance of this global endeavor to build knowledge and leadership in fields ranging across the natural and social sciences as well as the humanities and arts. To ensure that Fellows are drawn from diverse backgrounds, IFP actively seeks candidates from social groups and communities that lack systematic access to higher education.

*GE Foundation Scholarship Programs*  
INVEST IN TOMORROW'S WORKFORCE

Starting in Mexico over 15 years ago, the GE Foundation Scholarship Programs have helped hundreds of students across the globe pursue higher education degrees in fields such as business, science and engineering. Contributing more than \$1 million annually to these programs, the GE Foundation partners with IIE to provide educational opportunities to outstanding students with financial need in twelve countries across Asia, Europe and North America. IIE also partners with the Foundation on the GE STAR Award, which provides nearly \$1 million annually in scholarships to over 250 children of GE employees worldwide. These initiatives represent a significant investment on the part of the GE Foundation to develop future leaders who will make significant contributions to their countries' economic and social development.

*USAID's People, Energy and Development Program*  
PROMOTES BETTER ENERGY AND  
ENVIRONMENTAL MANAGEMENT

In February 2004, the Energy Group at IIE was awarded USAID's "People, Energy, and Development" (PED) Program contract, a five-year contract that supports energy training and capacity building activities around the world. With PED, IIE continues the tradition of training professionals throughout the world, from senior policy makers to industry engineers, to provide affordable, avail-

able, and environmentally acceptable electricity. PED is designed to facilitate more effective and efficient knowledge management in the energy sector through a strategy of defining people-oriented solutions to current challenges. Under PED's predecessor contract, the Energy and Environment Training Program (EETP), IIE is currently managing a series of projects, including the India Distribution Reforms Project, the Bangladesh Energy Training Project, the Nigeria Energy Training Program, Pollution Prevention for Clean Production in Latin America/Caribbean, and the Indonesia Energy Sector Restructuring and Regulation Project. IIE has been managing and conducting energy-training activities supported by USAID since 1981.

*Victor J. Goldberg IIE Prize For Peace in the Middle East*  
FURTHERS ARAB-ISRAELI COOPERATION

Long-time IIE Trustee and former vice chairman Vic Goldberg has endowed the Victor J. Goldberg IIE Prize for Peace in the Middle East to reward the courage and commitment of those who are working together to overcome the religious, cultural, ethnic, and political issues which divide the region. The \$10,000 Prize will be awarded annually beginning in 2005, and will be shared by two individuals — one Arab, one Israeli working as a team — whose joint project has the greatest current or prospective influence in furthering peace in the Middle East. To be eligible for the Prize, at least one of the individuals must be an alumnus of the Fulbright or Humphrey Programs or any fellowship or training program administered by IIE.

*Fulbright Scholar Programs*  
ADDRESS GLOBAL ISSUES

On behalf of the United States Department of State, the Council for International Exchange of Scholars (CIES), a division of IIE, annually recruits and sends nearly 800 U.S. faculty and professionals to 140 countries and brings 800 foreign faculty and professionals to the U.S. on the Fulbright Scholar Program. Also administered by CIES for the Fulbright Program is the Fulbright New Century Scholars Program, a major new multinational initiative designed to take advantage of the synergy created when leading scholars and professionals from vastly different spheres focus on a single issue of concern to people worldwide. Each year, the program provides a platform for a new team to produce a body of research and analysis that

can serve as the basis for innovative approaches to policy issues. The themes for the first three years of the New Century Scholars Program have been: “Challenges of Health in a Borderless World,” “Addressing Sectarian, Ethnic and Cultural Conflict within and across National Borders,” and “Toward Equality: The Global Empowerment of Women.”

Two Visiting Specialists programs brought scholars to U.S. campuses in order to promote understanding of Muslim societies. The Fulbright Visiting Specialists: Direct Access to the Muslim World program, sponsored by the U.S. Department of State, awarded grants to U.S. colleges and universities to bring Visiting Specialists from Muslim communities to present lectures or short courses, team-teach with American colleagues, or assist in program and curriculum development. While here, they also spoke to community groups, service clubs, and religious and school groups. Understanding Contemporary Islam, a program of The American University of Beirut in partnership with CIES, brought leading specialists in the humanities and social sciences to teach and serve as resources on Islam, funded by the William and Flora Hewlett Foundation, the Carnegie Corporation of New York and the Rockefeller Brothers Fund.

#### *Worldwide Study and Work Abroad Programs* PREPARE AMERICAN STUDENTS FOR A GLOBAL FUTURE

**T**he Institute of International Education is committed to doubling the number of Americans who study abroad each year. IIE has worked with government and private sponsors to extend international study and work opportunities to a more diverse segment of the student population, and to encourage students to go to less traditional world regions to gain knowledge of a broader array of languages and cultures. These programs help to prepare U.S. students to assume significant roles in an increasingly global economy and interdependent world. For example, the Emerging Market Development Advisers Program, sponsored by USAID, offers an opportunity for U.S. graduate business students to provide small business/microfinance assistance to enterprises in developing countries to help the students gain invaluable international work experience as they contribute to development assistance objectives abroad.

To broaden the student population that studies abroad, the Benjamin A. Gilman International Scholarships, spon-

sored by the U.S. Department of State, support U.S. undergraduates who have been historically under-represented in education abroad and those with high financial need.

With support from ABB, the Global Engineering Education Exchange (Global E<sup>3</sup>) program sends engineering students around the globe. Studio Art Centers International in Florence provides an overseas educational experience to more than 600 students each year in studio art, design, architecture, art history and art conservation studies. Freeman-ASIA, funded by the Freeman Foundation, provides awards for undergraduates to study in East and Southeast Asia, and the National Security Education Program David L. Boren Scholarships provide grants to students to study in countries outside of Western Europe or English-speaking countries. NSEP, established in 1991, was designed to provide U.S. undergraduates with the resources and encouragement they need to acquire skills and experience in countries and areas of the world critical to the future security of our nation.

#### *The Development Training II Project* MEETS CRITICAL HUMAN RESOURCE NEEDS IN EGYPT

**F**rom 1997-2004, the Institute administered USAID/Egypt’s centralized training management program through the Development Training II project (DT2). The total funding for the project was \$120 million, making it the largest USAID participant training program in the world. To address critical human resource gaps in Egyptian institutions, IIE provided a comprehensive package of results-oriented training services designed to improve the performance of local institutions and organizations in planning and promoting sustainable development in Egypt. Working with government institutions, companies, and individuals, IIE helped to strengthen the management and technical capabilities and enhance the professional performance of individuals and groups throughout Egypt, including universities and NGOs.

#### *The Hubert H. Humphrey Fellowship Program* FOSTERS LEADERSHIP IN PUBLIC SERVICE

**N**ow in its 25th anniversary year, the Hubert H. Humphrey Fellowship Program, a Fulbright exchange activity, has brought more than 3,100 accomplished public service professionals from designated countries of Africa, Asia, Latin America, the Caribbean, the Middle East, and Eurasia to the United States at a midpoint

in their careers for a year of study and related professional experiences to equip Fellows for growing leadership roles upon their return home. In the past few years, with joint funding from IIE's Fulbright Legacy Fund and the Department of State, IIE has developed the Alumni Impact Awards to help Humphrey Fellows share knowledge and skills gained in the U.S. in their own societies. These awards have supported a wide variety of projects, ranging from training for local educators on building the institutional capacity and quality of the newly-decentralized school system in Bamako, Mali to the compilation and publishing of a quick-reference manual on HIV/AIDS and related infections for public health professionals in southern China. In 2004, IIE and the Department of State are launching a new Humphrey HIV/AIDS Fellowship in partnership with the Centers for Disease Control and Prevention in Atlanta and Emory University's School of Public Health.

#### *The Goldman Sachs Global Leaders Program*

##### DEVELOPS FUTURE GLOBAL LEADERS

**T**he Goldman Sachs Global Leaders Program identifies and prepares talented and accomplished students from around the world for service to society and success in their future professions. The Goldman Sachs Foundation and IIE, in partnership with leading colleges and universities, annually recognize the academic excellence and leadership potential of 100 of the most accomplished second-year university students from all disciplines and from around the globe. Fifty of these students are then further selected to attend the Goldman Sachs Global Leadership Institute in New York City, during which they participate in workshops led by renowned world leaders in the public, civic, and private sectors. The Goldman Sachs Global Leaders Program was created in 2000 to identify, strengthen and support a new generation of leaders capable of succeeding in a globally and culturally interconnected world.

#### *Exchange Program for Sustainable Growth*

##### PROTECTS THE ENVIRONMENT

**T**o promote cleaner and more efficient cities and industries in Asia, IIE implements The Exchange Program for Sustainable Growth (EPSG), a core component of the United States-Asia Environmental Partnership (US-AEP), for the United States Agency for International Development. By creating partnerships that

support the exchange of best practices and technology, the program helps developing Asian countries to reduce the environmental impacts of rapid growth, to improve their ability to create and enforce environmental policies, and to increase industrial efficiency and reduce waste. US-AEP is designed to mobilize U.S. public and private sector resources to assist Asia in sustaining economic development while improving the environment.

#### *The IIE Network Membership Program*

##### BUILDS BRIDGES IN HIGHER EDUCATION

**T**he IIE Network is the Institute's membership association, with over 850 member institutions, including universities, 2- and 4-year colleges, national and international exchange agencies and educational not-for-profit organizations around the world. Each IIE Network designee is an important link in a network of over 4,500 individuals who are committed to internationalizing their institutions. A vibrant on-line community, with discussion groups, partnership boards and valued print and electronic information resources, the IIE Network has recently extended its reach around the world through internationalization workshops held in Thessaloniki, Greece and Sofia, Bulgaria, with support from the Stavros S. Niarchos Foundation.

#### *The International Visitor Program*

##### FURTHERS U.S. PUBLIC DIPLOMACY

**O**ver the past 32 years, IIE's Professional Exchange Division has organized study tours for more than 12,500 international visitors, under the auspices of the U.S. Department of State's International Visitor Program. These 3-4 week professional development programs broaden the expertise of leaders and specialists in a wide variety of fields from almost every country in the world. IIE is honored to have implemented the first official senior Libyan delegation's visit to the United States since diplomatic ties were re-established between the U.S. and Libya. In July 2004, the delegation of university and medical school presidents met with the U.S. academic community to begin the process of reconnecting educational links with American institutions and reacquainting themselves with changes in U.S. institutions, exchange programs, and policies. The return of Libyan students to the U.S. for study in community colleges, colleges and universities is an important step in the normalization of ties between the two countries.

“The free exchange of ideas and opinions is  
a critical element of an open society.  
Academic freedom must be defended to ensure  
that we all are able to speak and live freely.”

GEORGE SOROS, FOUNDER AND CHAIRMAN, OPEN SOCIETY INSTITUTE,  
WHICH SUPPORTS IIE'S SCHOLAR RESCUE FUND



**SAFE HAVEN**

As a liberal Muslim intellectual advocating religious pluralism and democratic reform, this scholar faced arrest, imprisonment and possible death. He is one of 50 people from 28 countries who have been assisted by IIE's Scholar Rescue Fund since 2002.

“Education is the most powerful weapon which you can use to change the world.”

NELSON MANDELA

“I am writing to let you know just how elated I am at the outcome of our first democratic non-racial general election. For the first time in my life I can walk tall filled with the pride and joy of being a South African. You have empowered us with all the essential skills. Thank you for your contribution to the democratization of our beautiful country.”

FORMER SOUTH AFRICAN EDUCATION PROGRAM FELLOW  
WRITING FROM CAPE TOWN IN 1994



**AFTER APARTHEID**  
IIE's South African Education Program, which ran from 1978 until 2001, enabled more than 1,600 black South Africans to study in American universities, creating a cadre of post-apartheid black South African leadership.

“There is no better investment that a person,  
a community or a nation can make  
than investing in the minds of our people...  
At Stanford, I discovered that nothing compares  
to investment in a human mind... Nobody can  
expropriate what you have in your head.  
No bandit can steal it. No government can take it  
away. It cannot even be destroyed by war.”

ALEJANDRO TOLEDO, PRESIDENT OF PERU AND FULBRIGHT ALUMNUS  
AT STANFORD'S 112TH COMMENCEMENT 2003

**INVESTING IN PEOPLE**

The Ford Foundation International Fellowships Program provides opportunities for advanced study to individuals from 22 countries and territories, who will use this education to further development in their own countries and greater economic and social justice worldwide. These fellows from Peru and Nigeria wear traditional dress during a cultural presentation at an IFP Leadership Institute.



Thomas R. Lanser

# More than an Academic Exercise: 48 Nobel Prize winners

A total of 29 alumni of the Fulbright Program, 15 other grantees of the Institute of International Education, and four of the Institute's Trustees, including two of our founders, have won Nobel Prizes. Of these 48 Nobel laureates, 26 have won in the sciences, 13 in economics, two in literature, and seven were Peace Prize winners — a glowing achievement in which we take exceptional pride. There can be no more powerful testimony to the unique value of international education and exchange programs than the accomplishments of these Nobel laureates, hailing from so many different nations, whose early promise was recognized, and supported, by IIE and the Fulbright Program.

These gifted men and women – and the next generation of international exchange students the Institute is currently identifying – are truly the hope of the world, working to serve mankind by conquering disease, advancing world peace, reducing poverty, preserving the environment, and creating a more just and prosperous global society.

<b>Prize Year</b>	<b>Name</b>	<b>IIE Connection</b>	<b>Nobel Prize</b>
1904	Sir William Ramsay	IIE Visiting Lecturer, UK to U.S., 1920s	Chemistry
1912	Elihu Root	IIE Founder	Peace
1915	Sir William L. Bragg	IIE Visiting Lecturer, UK to U.S., 1920s	Physics
1921	Christian L. Lange	IIE Visiting Lecturer, Norway to U.S., 1933	Peace
1925	James Franck	Emergency Committee Scholar, Germany to U.S., 1930s	Physics
1929	Thomas Mann	Emergency Committee Scholar, Germany to U.S., 1930s	Literature
1931	Nicholas Murray Butler	IIE Founder and Trustee, 1919 – 1923	Peace
1933	Sir Norman Angell	IIE Visiting Lecturer, UK to U.S., 1920s - 1940s	Peace
1937	Lord Edgar A.R.G. Cecil	IIE Visiting Lecturer, UK to U.S., 1920s	Peace
1947	Bernardo A. Houssay	IIE Fellow, Argentina to U.S., 1947-48	Medicine
1950	Ralph Bunche	IIE Trustee, 1950 – 1970	Peace
1952	Edward M. Purcell	IIE Graduate Student, to Germany, 1933-1934	Physics
1952	Felix Bloch	Emergency Committee Scholar, 1933; Fulbright, 1959	Physics
1957	Chen Ning Yang	Fulbright Scholar, to Brazil, Egypt, Malaysia, 1974	Physics
1958	Joshua Lederberg	Fulbright Scholar, to Australia, 1957	Medicine
1959	Emilio Segre	Fulbright Scholar, to Italy, 1950	Physics
1962	James D. Watson	Fulbright Scholar, to Argentina, 1986	Medicine
1964	Charles H. Townes	Fulbright Scholar, to France and Japan, 1955	Physics
1966	Robert S. Mulliken	Fulbright Scholar, to England, 1952-54	Chemistry

<b>Prize Year</b>	<b>Name</b>	<b>IIE Connection</b>	<b>Nobel Prize</b>
1967	Hans Bethe	Fulbright Scholar, to UK, 1955	Physics
1968	Lars Onsager	Fulbright Scholar, to England, 1951-52	Chemistry
1969	Jan Tinbergen	IIE Advisor, Norway to Pakistan, 1965	Economics
1969	Max Delbruck	Emergency Committee Scholar, Germany to U.S., 1930s	Medicine
1970	Hannes Alfvén	Fulbright Scholar, Sweden to U.S., 1954-55	Physics
1970	Paul Samuelson	Fulbright Scholar, to Asia, 1972	Economics
1973	Wassily Leontief	Fulbright Scholar, to France, 1961-62	Economics
1973	Henry A. Kissinger	IIE Trustee, 1999 -	Peace
1976	Milton Friedman	Fulbright Scholar, to UK, 1953-54	Economics
1977	Philip W. Anderson	Fulbright Scholar, to Japan, 1953-54	Physics
1977	Rosalyn S. Yalow	Fulbright Scholar, to Portugal	Medicine
1982	Bengt Samuelsson	Fulbright Scholar, 1961	Medicine
1983	William A. Fowler	Fulbright Fellow, to England, 1954-55	Physics
1984	Carlo Rubbia	Fulbright Fellow, Italy to U.S., 1958-59	Physics
1985	Franco Modigliani	Fulbright Scholar, to Italy, 1961-62	Economics
1986	James M. Buchanan	Fulbright Scholar, to Italy, 1955; to UK, 1961	Economics
1986	Wole Soyinka	IIE Travel Grantee, Nigeria to U.S., 1968	Literature
1987	Susumu Tonegawa	Fulbright Fellow, Japan to U.S., 1963	Medicine
1989	Trygve Haavelmo	Fulbright Scholar, Norway to U.S., 1957-58	Economics
1991	Simon Kuznets	IIE Advisor, U.S. to Ethiopia and Korea, 1971-72	Economics
1991	Erwin Neher	Fulbright Fellow, Germany to U.S., 1966	Medicine
1993	Douglass C. North	Fulbright Scholar, to Uruguay	Economics
1996	James A. Mirrlees	IIE Consultant, UK to Pakistan, 1966-68	Economics
1998	Amartya Sen	IIE Visiting Professor, Bangladesh, 1974-75	Economics
2000	Alan G. MacDiarmid	Fulbright Fellow, New Zealand to US, 1950	Chemistry
2001	Joseph Stiglitz	Fulbright Fellow, to UK, 1969-70	Economics
2001	George A. Akerlof	Fulbright Scholar, to India, 1967-68	Economics
2002	Masatoshi Koshihara	Fulbright Fellow, Japan to U.S., 1953-55	Physics
2002	Riccardo Giacconi	Fulbright Fellow, Italy to U.S., 1956-58	Physics

**ADVANCING SCIENCE**  
IIE's Emergency Committee in Aid of Displaced Foreign Scholars helped Felix Bloch flee persecution in Europe in 1933 and obtain a position at Stanford University, where his research in magnetic imaging won him the Nobel Prize for Physics in 1952. He went on to receive a Fulbright grant to Israel in 1959.



# Nationwide and Worldwide:

IIE'S REGIONAL CENTERS AND INTERNATIONAL OFFICES

Across the nation and around the world, IIE's regional and overseas offices serve students, international visitors, academics, artists, journalists and the corporate community, and provide a unique blend of local, regional, and global capacities.

IIE designs and implements training and academic programs for students, educators, and professionals with funding from government agencies, foundations, and corporations. At its New York and Washington offices, the Institute is organized into five major divisions: Educational Services, Global Development Center, Professional Exchange & Community Outreach, Scholar Exchange, and Student Exchanges.

IIE's Regional Centers and International Offices also play an important role in conducting programs and activities across the country and around the world.

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## REGIONAL CENTERS

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### IIE'S NATIONWIDE COMMUNITY OUTREACH AND IMPACT

**F**ounded over fifty years ago by local community leaders dedicated to international education and exchange, IIE's four Regional Centers in Chicago, Denver, Houston, and San Francisco still serve as IIE's "eyes and ears" across the nation. Reaching thousands of local citizens, IIE Regional Centers liaise with hundreds of regional colleges and universities to manage Fulbright and other academic programs, work to provide dynamic international programs for local schools and community organizations, partner with the business community to strengthen international understanding, and manage international programs that address urgent development needs globally.

A critical component of IIE's regional outreach and long-term impact is its prestigious Regional Advisory Boards. Made up of leaders in the business, academic and non-profit sectors, IIE Regional Advisory Boards serve on a voluntary basis to enhance international exchange and education opportunities at a regional level, and by doing so promote mutual understanding at a global level.

### IIE's Midwest Regional Center – Chicago

**T**hrough the International Scholars in Schools Program, Fulbright students from all over the world attending Chicago area universities volunteer their time and expertise by assisting local public school teachers and serving as mentors in the classroom, preparing presentations on their countries and providing a "hands-on" international perspective.

By providing scholarships through the Midwest Networkers Scholarship Program, the Midwest Regional Center provides scholarship opportunities for undergraduate students throughout the region to study abroad. Many of these students combine volunteer work with their study abroad experience, enhancing their involvement and interaction with local communities and organizations overseas.

### IIE's Southern Regional Center – Houston

**O**ver 1000 U.S. university students nationwide with limited financial resources have been awarded scholarships to study abroad through the U.S. Department of State sponsored Benjamin A. Gilman International Scholarship Program.

Through the Cultural Navigators Project, local Houston students from 5th through 11th grades have an opportunity to experience different cultures

through a mobile trunk-lending program, and their teachers have the opportunity to gain personal development credit by attending workshops designed to enhance the materials.

In partnership with Rice University and the University of Texas Houston Health Science Center, IIE/Houston sponsors a friendship program connecting local volunteers with international students at the partnering institutions through the Friends of International Students and Scholars program.

### **IIE's West Coast Regional Center – San Francisco**

Through the management of two major international population programs, the Leadership Development Mechanism (LDM) program, funded by The David and Lucile Packard Foundation, and the Census of Human Capacity in Population, supported by the William and Flora Hewlett Foundation, IIE San Francisco helps foster leadership development among reproductive health leaders and creates a broad-based profile of the geographic distribution of population expertise in developing countries.

By providing scholarship awards to women from targeted developing countries to attend the Cisco Networking Academy Program, the Women in Technology (WIT) Program offers opportunities for hundreds of women to build their professional skills. Sponsored by the United States Agency for International Development (USAID) and Cisco Systems, and administered by the IIE San Francisco office through a grant from the dot-GOV Program of Internews Network, the WIT Program provides opportunities for women to compete in the growing IT marketplace globally.

IIE's West Coast Center helps corporations such as Adobe Systems, Levi Strauss, ChevronTexaco, Dole Food Company, LSI Logic, and Mattel gain an edge in exploring global marketplaces by developing and managing philanthropic programs, including corporate scholarships.

### **IIE's Rocky Mountain Regional Center – Denver**

Through the Denver World Affairs Council (DWAC), managed by IIE, Denver area citizens have an insider's look at the international arena. Expert speakers on a variety of international topics are hosted each year by DWAC and provide on-going opportunities for enhancing international understanding and dialogue within the Denver region.

As the local Council on International Visitors, IIE's Denver office is the official host for professional exchanges initiated by U.S. Department of State. Over the past year, hundreds of international visitors, each an emerging leader in his or her home country, have had the opportunity to meet with local Denver business and government leaders and to spend time with local citizens to gain a better understanding of American culture.

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## **INTERNATIONAL OFFICES**

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### **IIE'S GLOBAL REACH**

When founded in 1919, the Institute of International Education's main focus was to internationalize U.S. students. A need for overseas offices was not evident. After World War II, it became clear that IIE needed a presence overseas to represent the full range of educational exchange issues and respond to the needs of key institutions and leaders abroad. In the late 1950s and early 1960s, funding for offices in Paris, Lima, Nairobi, Bangkok, and Hong Kong was raised from foundations and U.S. universities. Over the course of the 1960s and 1970s, funding from the State Department and the Educational Testing Service replaced declining general support from foundations.

Today, IIE's offices abroad are supported by a mix of public and private funds, from government, foundations and corporations. IIE's full service offices represent a long-term commitment to the countries and

regions they serve. Our directors are widely acknowledged as leading education exchange resources in their regions. In the 1990s, IIE's growing portfolio of USAID funded training programs necessitated the opening of a series of "project" offices devoted exclusively to providing in country support for USAID activities.

IIE's network of international offices spans the globe. **IIE's Latin America office**, based in Mexico City, serves all of Latin America. This year, and in conjunction with IIE's 85th Anniversary celebration, the Mexico office will also celebrate its 30th anniversary. Recently, it forged a new and unique partnership between USAID and the Ford Foundation International Fellowships Program to provide intensive English training in the U.S. to indigenous IFP fellows, providing them with the opportunity to learn about U.S. culture as well as enhance their understanding and knowledge of rural development issues. Through the successful Ford/Hewlett Foundation's Regional Program for Graduate Fellowships in the Social Sciences, IIE Latin America also 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 Asia, **IIE's offices in 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, as well as the Ford Foundation International Fellowships Program.

**IIE's regional office for Southeast Asia**, located in Bangkok, develops partnerships with local education ministries that are currently reforming education curricula and expanding access to higher education across the region. Its other programs, such as USAID's Exchange Program for Sustainable Growth, support the development of clean technology, environmental management and urban envi-

ronmental policy. **IIE offices in Vietnam, Thailand and Hong Kong** provide, among other things, educational advising services to students as part of the U.S. State Department's worldwide network of advising centers, as well as organize annual U.S. Higher Education Fairs across Asia each October.

In **Europe**, IIE's Budapest office offers programs for future leaders throughout Europe with support from the GE Foundation, The Goldman Sachs Foundation, and the Lucent Technologies Foundation. IIE/Budapest implements a number of programs throughout Central and Eastern Europe to enhance environmental awareness and responsibility. With the support of the U.S. State Department, **IIE/Kiev** administers the Fulbright Program in the Ukraine. **IIE's Moscow office**, established in 1994, administers the Fulbright Program in Russia and the Ford Foundation International Fellowships Program.

Likewise, 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 strengthened management and technical capabilities and provided training to more than 70,000 people across Egyptian society over the last six years. IIE's Energy Group trains in the area of sustainable energy practices. IIE also works with USAID on the Education for Development and Democracy Initiative 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.

The ever changing demands for international education, training and exchange highlight the ongoing importance of IIE's network of international offices. These offices monitor the needs of the local communities they serve, administer new and innovative programs for a myriad of sponsors, and contribute to the development and strengthening of an international education community.

# IIE's Program Sponsors

We deeply appreciate the support of the many organizations and individuals who sponsor programs administered by IIE. In addition to the funders named here, we would also like to thank the many generous donors who provide general and endowment support to IIE. We are also very grateful to the 140 foreign governments and the universities across the United States that contribute to the success of the Fulbright Programs, and to the universities and other partners who play a role in the success of the many other programs that the Institute administers on behalf of our sponsors.

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“The Institute’s great strength lies not only in the solid foundation of our past achievements, but also in the strong commitment of the Trustees, staff, sponsors and donors who share our vision for the future.

Today, more people get their information about international education from the Institute than from any other source. By 2025, more people will be enrolled in higher education than went to university in the past millennium. Our vision is to make ‘international’ a part of how everyone thinks about education. This puts the IIE on the frontlines of making the world a less a dangerous place.”

ALLAN E. GOODMAN, PRESIDENT AND CEO  
INSTITUTE OF INTERNATIONAL EDUCATION



**OPENING MINDS**

Over the years, America and the world have benefited enormously from the international exchange of people and ideas. Since 1919, IIE has worked to provide exchange and development training opportunities to over 400,000 individuals from around the world.

# IIE's Leadership: Vision and Commitment for the Future

Since 1919, IIE has been able to develop innovative programs due to the forward-looking vision of its leaders. The current leadership of IIE's Board of Trustees demonstrates an extremely personal commitment to the Institute's work and its mission.

“Having thought-leaders in every corner of the globe whose formation includes foreign study and experience of other cultures is still the best hope the world has for peace. IIE's programs counter provincialism and parochialism and help in the discovery of the universal aspirations for individual human development, love, and tolerance that are present in all cultures. Foreign experience also sharpens each person's perspective on his/her own society, and can lead to more responsible citizenship.”

THOMAS S. JOHNSON, CHAIRMAN, IIE BOARD OF TRUSTEES  
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“Our only hope on this planet, if we want to live together and function in a healthy way, is to understand and appreciate our similarities and differences. Living and studying abroad is the best way to learn about people from other countries. If we can get more people to do exchange programs, one by one, we can affect true change on a global scale.”

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“Two of my most deeply held convictions are implicit in the mission of IIE. Virtually every program undertaken by IIE is shaped by the idea, high on my list of values and beliefs, that every nation needs educated and informed men and women to be active and effective participants in the workings of their government and society. Moreover, IIE’s very reason for being mirrors my belief that the more leaders, teachers, students, workers, and everyone else learn about other countries and people on a first-hand, person-to-person basis, the greater the likelihood that they will play a role in helping to build understanding and respect between nations in order to foster peaceful solutions to the problems of an ever changing, ever troubled world.”

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“Without strong support for our young people and students, there is no real future.”

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“IIE’s 85 years of experience and its breadth of programs - agricultural development, international scholar rescue, US Government-sponsored student and teacher exchanges, corporate and privately-sponsored educational programs, and many others - gives it a uniquely broad set of insights. The Institute’s capability is urgently needed in a world desperately lacking in togetherness and understanding. Some of us think that man’s troubles are in the nature of man; nonetheless, the mark of civilization is to struggle against them.”

HENRY G. JARECKI, VICE CHAIR, IIE BOARD OF TRUSTEES  
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# IIE Governance

As a private, not-for-profit organization, IIE is governed by a Board of Trustees, made up of distinguished leaders in academia, industry, finance and the arts. All that the Institute has done in the past 85 years has been made possible by the vision and generosity of these trustees and the thousands of individuals and hundreds of organizations, foundations, and corporations.

IIE stands poised to begin the next 85 years. In the century ahead, academic and professional exchange will be more important than ever, since many of the world's problems can be solved only on a regional and transnational basis.

The generosity of IIE's sponsors and the vision of IIE's leaders is what allows us to make this happen.

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