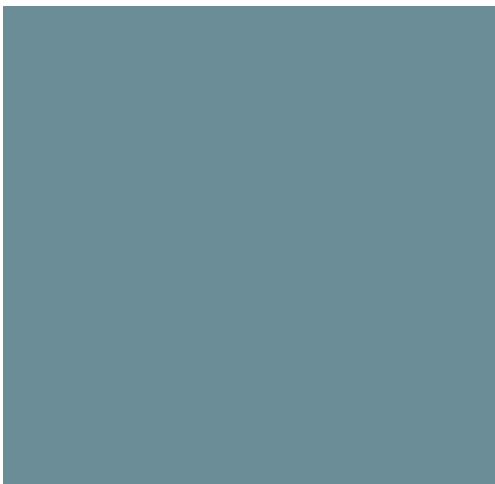




**Opening Minds to the World®**  
Institute of International Education  
2007 Annual Report





*On the front cover:*

*Beth Salerno, Fulbright Scholar, U.S. to South Korea*

*Kopano Mathwa, Goldman Sachs Global Leader from South Africa*

*Jason Ahn, Benjamin A. Gilman International Scholarship Recipient, U.S. to Spain*

*Mustafa Khattab, Fulbright Interfaith Dialogue and Community Action Scholar from Egypt*

*Rebecca Best, International Fulbright Science and Technology Student from Canada*

*This page:*

*Diego Ploper, International Fulbright Science and Technology Student from Argentina*

*Carrie Leone, Benjamin A. Gilman International Scholarship Recipient, U.S. to Cameroon*

*Nicole Aguirre, David L. Boren Scholar, U.S. to South Korea*

*Haldhar Mahto, Ford Foundation IFP Fellow from India*



## Opening Minds to the World®

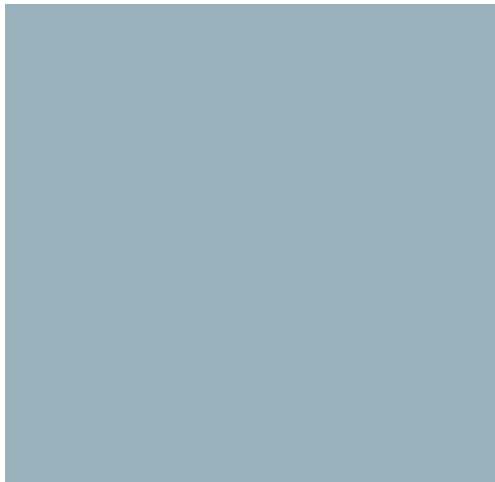
Peace and prosperity around the world depend on increasing the capacity of people to think and work on a global and intercultural basis. As technology opens borders, educational and professional exchange opens minds.

## Institute of International Education

An independent nonprofit founded in 1919, IIE is among the world's largest and most experienced international education and training organizations. We are committed to delivering program excellence to a diverse range of participants, sponsors, and donors.

## Our Mission

- ▶ Promoting closer educational relations between the people of the United States and those of other countries.
- ▶ Strengthening and linking institutions of higher learning globally.
- ▶ Rescuing threatened scholars and advancing academic freedom.
- ▶ Building leadership skills and enhancing the capacity of individuals and organizations to address local and global challenges.



# IIE at a Glance



## IIE by the Numbers

### Global Network:

900 Member Institutions

525 Staff Worldwide

20 Offices Globally

### Annual Budget:

\$245 Million

## Programs and Services:

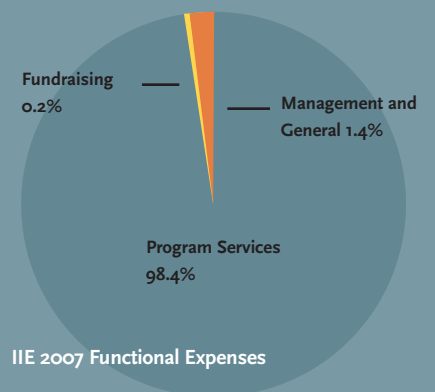
*Over*

18,000 Participants

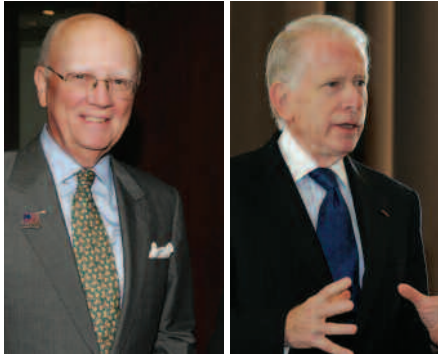
200 Programs

175 Countries

150 Sponsors



## Message from the Chairman and President



**“ The Institute of International Education joins with visionary partners to make change by training leaders, rescuing scholars, and educating global citizens through study abroad and academic and cultural exchange.”**

In accepting the 2007 Nobel Prize for Literature, Doris Lessing made the case for why educational exchanges are needed more than ever. “It is common,” she noted, “for young men and women who have had years of education to know nothing about the world.”

With 75 percent of college-educated young adults in America today unable to locate Iran or North Korea on a map and half unable to name the two major branches of Islam, she seems to be right. Only a small percentage of U.S. students currently study abroad, and many do not have the opportunity to study the language or culture of countries that are critical to our nation’s international trade and foreign relations.

The Institute of International Education joins with visionary partners to make change by training leaders, rescuing scholars, and educating global citizens through study abroad and academic and cultural exchange.

Through the more than 200 programs we manage, we create opportunities for people to live in and learn about other societies and cultures. Developing such international expertise is good for business and good for national security. But most importantly, we do this work in the fervent belief that people with this experience are likely to work together across borders to solve problems in their own countries and worldwide, and are unlikely to advocate violence in response to differences among peoples.

With support from our partner foundations, corporations, government agencies, and generous individual donors, the Institute’s programs are taking aim at some of the most intractable problems. And together, we are making change, one student, one scholar, one campus, one community, one leader at a time.

In the pages of this report, we invite you to meet the extraordinary men and women who took part in these programs in 2007: Fulbright Students and Scholars coming from and going to all world regions; threatened scholars who continue their important work with help from the Scholar Rescue Fund; winners of the Victor J. Goldberg IIE Prize for Peace in the Middle East; American students from all fields and backgrounds gaining expertise through study abroad; Foreign Language Teaching Assistants representing critical countries and critical languages; Goldman Sachs Global Leaders engaging in social entrepreneurship; winners of the Andrew Heiskell Awards; and so many more. We take hope from the impact that they have already had, and from the enormous potential that these future leaders have to change the world as international education transforms their lives and careers.

We extend our utmost thanks to the partners and donors who make the Institute’s work possible. We hope you will be inspired by and take hope, as we have, from the progress that is already being made, and that you will join with us to extend its impact in the years ahead.

**THOMAS S. JOHNSON**  
CHAIRMAN

**ALLAN E. GOODMAN**  
PRESIDENT AND CEO

## Highlights of the Year 2007

### New Fulbright Opportunities in Latin America

In August 2007, U.S. Secretary of State Condoleezza Rice and Chilean Minister of Foreign Affairs Alejandro Foxley signed a binational agreement launching a major expansion of the Fulbright Program. The initiative funds U.S. PhD study in key science, technology, public health and other fields important to Chile's development for highly-talented Chileans from all backgrounds and regions of the country.

IIE's Council for International Exchange of Scholars worked with Fulbright Commissions in seven Latin American countries to offer research opportunities for some 75 visiting faculty, with an increasing focus on supporting younger faculty who comprise the next generation of academic leaders.

### Developing Student Leaders in Egypt

Two new programs managed by IIE's Cairo-based Center for Leadership Excellence will develop leadership among students at all levels and foster student-led service learning activities. The Student Leadership Discovery Program is an independent, semester-long, extracurricular program of activities for public university students in Egypt, developed and implemented by IIE through a grant from the Ford Foundation office in Cairo.

The YELLA Program provides opportunities for Egyptian preparatory, secondary and national university students to develop the leadership attributes they will need to become productive members of the workforce, contributing participants in their community, and involved citizens. The Program's development and pilot semesters were funded by the U.S. Department of State.



### Preparing the Next Generation of World Leaders

Her Excellency Mrs. Jeannette Kagame, First Lady of Rwanda, addressed the seventh annual Global Leadership Institute of the Goldman Sachs Global Leaders Program in New York in July 2007. On behalf of The Goldman Sachs Foundation, IIE organized a remarkable week of high-level lectures and leadership workshops for this diverse group of 75 outstanding college students from five continents, to nurture the next generation of world leaders. Mrs. Kagame spoke about the essential role of her country's new leadership in restoring confidence and establishing security, to ensure that Rwandans who had fled during the genocide are able return to their country and help rebuild civil society.



### Corporate Leadership and Humanitarian Awards

At the Institute's 2007 Gala, IIE Trustee Thomas Russo presented the Opening Minds Corporate Leadership Award to Martin J. Sullivan (left) and American International Group, Inc. AIG has shown outstanding commitment to global philanthropy and dedication to providing higher education scholarships worldwide. IIE also presented the Humanitarian Award for International Cooperation to Stanley Fink for his contribution to the "Save-a-Scholar" campaign and in recognition of his partnership with IIE to endow the first International Chair of the Scholar Rescue Fund in his name.

### Rockefeller Foundation's Bellagio Center

The Institute assists the Rockefeller Foundation's Bellagio Center by administering travel funds for scholars from developing countries to attend conferences that frame debates on global issues. IIE also manages the selection process and travel funding for scholars and artists to come to the Center for high-level professional residencies. In 2007, IIE assisted 100 Bellagio residents and conference participants from 37 countries around the world.

### Grassroots Development Fellowships

In 2007, IIE partnered with the Inter-American Foundation (IAF) to administer its Grassroots Development Fellowships, which support PhD students from U.S. universities as they carry out dissertation field work in Latin America and the Caribbean. Fellows examine the efforts of the rural and urban poor to improve their lives, their methods of organization and production, and the policies and programs designed to alleviate their poverty.

### Renée Fleming Receives Alumni Award

At the 2007 Gala Dinner, the Institute presented Fulbright Alumna Renée Fleming with its Fritz Redlich Alumni Award. The award recognized her distinguished career as an artist, composer, and educator, and honored her achievements in furthering mutual understanding and good will throughout the world. Ms. Fleming expressed her gratitude to the Fulbright program for sponsoring her studies in Germany at the beginning of her career and immersing her in a culture that so greatly influenced her future. Ms. Fleming (right) is pictured with broadcaster Linda Vester (left), also a Fulbright alumna, who served as the MC for the evening's program, and Karen Hughes, Under Secretary of State for Public Diplomacy and Public Affairs.



### IIE Hong Kong 40th Anniversary

IIE/Hong Kong celebrated four decades of serving the Hong Kong, Macau and south China community. As part of the EducationUSA worldwide academic network of advising centers supported by the U.S. Department of State's Bureau of Educational and Cultural Affairs, IIE/Hong Kong continues to strengthen ties between the people of Hong Kong, Macau, mainland China and the United States through its advising services, scholarship and training programs and the highly respected U.S. higher education fair series. U.S. Consul General James B. Cunningham, shown welcoming IIE scholarship alumni, hosted a reception honoring two members of the IIE/Hong Kong Advisory Committee, Rev. Raymond Lee and Dr. Rosanna Wong.



### Advancing Peace in the Middle East

At a reception in Jerusalem in June, U.S. Deputy Chief of Mission Gene Cretz (right) joined IIE Trustee Victor J. Goldberg (left) and IIE Chief Operating Officer Peggy Blumenthal in presenting the third annual Goldberg IIE Prize to Lee Gordon and Amin Khalaf, two veteran Israeli educators, for their pioneering work in co-founding the organization Hand in Hand, which began with 50 students in 1998, and has expanded to serve over 900 Jewish and Arab children in four schools. A decade ago, the two co-founders recognized that separate schools were a barrier to a peaceful coexistence between Arab and Jewish communities and joined together to invent a unique school model incorporating both cultures.



### Scholarships to Further Global Innovation

KAUST, the King Abdullah University of Science and Technology, a new graduate-level university that is being built in Saudi Arabia, has enlisted IIE to administer two new scholarship programs. The KAUST Discovery Scholarships will be awarded to outstanding undergraduate students in science and technology fields all over the world. The Discovery Scholarship will fund the completion of students' undergraduate degrees at the universities where they are currently enrolled in their home or host countries in preparation for their subsequent enrollment in Master's degree programs at KAUST. KAUST Scholar Awards will be conferred upon outstanding doctoral students to support their continued research efforts. These Scholars represent a new age of visionary researchers, those that will have a major impact on the future of science, engineering and IT and will be a driving force for global innovation.



### Global Initiative for Breast Cancer Awareness

IIE's West Coast Center was awarded funding to design and launch the *Susan G. Komen for the Cure Global Initiative for Breast Cancer Awareness*. It is implemented in collaboration with local partners in eight countries: Brazil, Costa Rica, Jordan, Mexico, Romania, Saudi Arabia, Ukraine and United Arab Emirates. The initiative creates a dynamic global network of dedicated activists with the skills, knowledge and vision to play a strategic role in shaping their country's response to breast cancer.

### Investing in Systems to Deliver Enhanced Services

The Institute's trustees made major investments in 2007 to design and implement a new web-based Grantee Management System, streamlining program administration and providing more sophisticated real time reporting. To complement the new IT portal, IIE's financial division implemented a state-of-the-art SAP accounting system to generate more flexible financial reports for sponsors. With a strong belief that IIE's experienced and committed staff members are its most valuable assets, the Human Resources team implemented new career development and leadership training opportunities to ensure the continuous improvement of individual job performance and productivity.

# Educating Global Citizens

To succeed and prosper in a global economy and interconnected world, U.S. students need international knowledge, intercultural communications skills, and global perspectives.

## Increasing Access to Study Abroad |

IIE is actively helping students gain access to a global education. The Institute's goal has long been to diversify the composition and destinations and fields of those studying abroad. IIE works with government and private sector sponsors to create and manage targeted scholarships and fellowships to increase the number and types of students who are able to gain international experience. On behalf of the **Fulbright Program** (pages 10-11) and the study abroad programs described here, the Institute conducts vigorous outreach and provides resources and services to both students and advisers to ensure that the opportunities are available to the broadest range of young Americans.

## Scholarships and Fellowships for U.S. Students |

With U.S. Department of State funding, the **Benjamin A. Gilman International Scholarship** gives financially needy and underrepresented students the opportunity to study abroad and prepare for an increasingly global economy and interdependent world. The program has awarded more than 3,500 scholarships since its inception in 2001. IIE proactively recruits applicants traditionally underrepresented in study abroad, including students with financial need, community college students, students in sciences and engineering, ethnic minority students, and students with disabilities. With 50% of the 820 scholarships awarded in 2007-08 going to ethnic minority students, the representation of minority students among Gilman recipients dramatically exceeds that in the U.S. study abroad population.

Funding from the National Security Education Program provides opportunities for both undergraduate and graduate students to pursue culture and language studies in areas of the world that are vital to U.S. interests and national security. This year, NSEP awarded 141 **David L. Boren Scholarships** and 89 **David L. Boren Fellowships**. Since inception, nearly 3,600 students have studied more than 80 languages in more than 100 countries.

Through an innovative partnership between the federal government, education, and business, **The Language Flagship**, an NSEP initiative, has created a new model of advanced language education to ensure that students achieve a superior level of proficiency in languages critical to U.S. competitiveness and security, including Arabic, Korean, Chinese, Hindi/Urdu, Persian/Farsi, Central Asian Turkic languages, and Eurasian languages.

To promote greater understanding of Asian peoples and cultures, IIE partners with the Freeman Foundation to administer the **Freeman Awards for Study in Asia**, supporting 502 American undergraduates to study in East and Southeast Asia in 2007. Since its inception in 2000, Freeman-ASIA has provided this opportunity to 3,500 students who have returned to share their knowledge of Asian culture with thousands of their peers on campus and with their local communities.



## Impact: Bringing international experience home

Studying in India for a semester with the help of a Gilman Scholarship, Fatima Ortega, a Law Enforcement major at Xavier University, taught English to children ages 5 to 12. Seeing the effect she had on a younger generation inspired her to work with children in her own community after her return home, striving to be a role model in order to help to reduce gang activity in her neighborhood.





◀ **Impact: Creating the next generation of global professionals**

The Language Flagship Fellowship enabled Heather Kalmbach, who had previous overseas and language study experience, to advance her Arabic language and cultural skills to the professional level that would allow her to thrive in the U.S. Foreign Service. Heather has served in Saudi Arabia and is now posted in Jerusalem, where she focuses on human rights, women's issues, and civil society. Heather earned an MA in Middle Eastern Studies from the University of Michigan and studied abroad in Morocco and Egypt. Seeking to enhance her Arabic skills further, she enrolled in The Language Flagship, which helped her achieve superior proficiency. The Language Flagship leads the nation in advanced education in critical need languages, helping hundreds of Americans each year reach the level of language proficiency so urgently needed in our future leaders.

**Advancing Knowledge in Essential**

**Fields** | The need for specialized knowledge in science and technology is crucial in today's rapidly modernizing research and industrial marketplace. IIE helps prepare students to collaborate with international colleagues and integrate the latest advances in these disciplines by providing unique opportunities abroad. The National Science Foundation-funded **Central Europe Summer Research Institute** sends masters and doctoral-level scientists for eight weeks of lab research with European mentors in fields ranging from chemistry to computer or environmental science. The **Whitaker International Fellows and Scholars Program** presents U.S.-based biomedical engineers and bioengineers with the chance to conduct relevant activities in their field with colleagues and researchers overseas. IIE also facilitates the exchange of engineering students among universities through the **Global Engineering Education Exchange (Global E<sup>3</sup>)**, a pioneering consortium through which students study for a semester or a year at partner institutions in one of 17 countries, receiving credit at their home universities on a tuition-swap basis.



▲ **Impact: Science across borders**

Ten U.S. graduate students in science and technology conducted in-depth research with mentors in Austria, Germany, Czech Republic, Poland, Slovakia, and Hungary on the NSF Central Europe Summer Research Institute. They learned crucial skills for collaborating on international research teams while conducting projects ranging from assessing the biological effects of acid rain on small stream communities to making super-fast supercomputers work more efficiently.

# Increasing Access to Study Abroad

IIE is working to increase the number and diversity of American students who go abroad, to encourage study in places of growing strategic importance to the United States, and to conduct policy research on study abroad capacity.

## Broadening the Scope of Study Abroad |

To lead and prosper in a global society, American students must have more access to international experience, and U.S. campuses must remove the barriers that stand in their way. IIE gives students, educators and policymakers the tools they need to broaden the scope of study abroad, increase the number and diversity of U.S. students who take part, and encourage study in non-traditional destinations and languages that are growing in strategic importance to the United States.



A Gilman Scholarship helped Catherine Riedesel, an education and global studies major, study Hindi in Bangalore.

## Delivering Vital Information and Resources |

IIE administration of scholarships and fellowships such as Fulbright, Gilman, Boren and Freeman-ASIA supports Americans from many backgrounds and majors and encourages study in non-traditional destinations and critical languages. IIE also connects tens of thousands more students and educators with programs and funding opportunities through its websites and publications. The [IIEPassport.org](http://IIEPassport.org) free online search engine and accompanying print directories, produced in partnership with EducationDynamics, list over 7,000 study abroad programs worldwide. They provide advisers with hands-on tools to counsel students and promote study abroad. In 2007, IIEPassport produced timely new educational features on travel health with support from Sanofi Pasteur. Destination of the Month brochures and online City Portals provide windows into cultures and study opportunities in far-flung destinations from Argentina to Zambia.

IIEPassport's new online scholarship directory, [StudyAbroadFunding.org](http://StudyAbroadFunding.org), helps U.S. students find funding for their study abroad. A new Internship Center available in 2008 will offer students an online portal to find overseas workplace experience. Together, IIE's programs and information resources channel funding and information to the American students who need it most and to their study abroad advisers on campus.



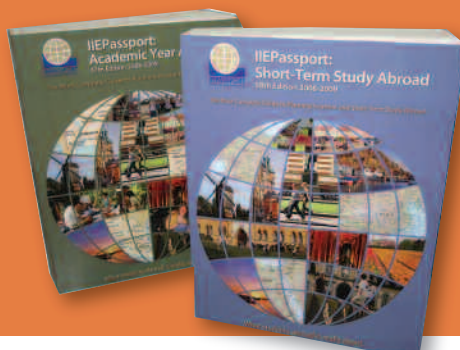
## Assessing the Study Abroad Landscape |

IIE's targeted policy research helps colleges and universities better serve their students and assist policymakers in deciding how best to allocate resources. In 2007, IIE launched its White Paper Research series, *Meeting America's Global Education Challenge*. The first white paper assessed current study abroad trends, including fields of study, destination countries of choice, and diversity of participants. Most importantly, it examined how existing funding initiatives like Gilman and Boren can strategically change study abroad demographics, providing benchmarks for future efforts to expand and diversify study abroad.

IIE White Papers in 2008 will assess the sending capacity of U.S. institutions and the hosting capacity of overseas institutions in the context of a greatly increased number of U.S. students going abroad, and will look at challenges to study abroad at community colleges. A series of Policy Briefs, roundtables and workshops, as well as sessions at IIE's Best Practices Conference, focus on study abroad and linkages in specific world regions such as China and the Middle East.



IIE study abroad research and publications are valuable resources to students, educators and policymakers.



Above: Boren Fellow Alefia Merchant studied Arabic at the American University in Cairo, while researching sustainable development issues.

# Giving Teachers a Global View

Teachers who go on international programs return to share their new knowledge, appreciation of cultures and enthusiasm for study abroad with elementary and secondary students in classrooms across America.



## ◀ Impact: Understanding Korea

American secondary school teachers in the Korean Studies Workshop learn about changes in Korean society over the past 50 years at Yonsei University's Institute for Modern Korean Studies. Through lectures and educational site visits, the workshop provides information on Korean culture, history, economics, and politics that can be integrated into U.S. social studies curricula.

**Teaching for a Global Future** | Teachers have enormous potential to inspire the next generation to open their minds to the world. IIE believes teachers should have a broad world view so that they may guide their students to successful global futures. In addition to building links with educators in their host countries, participating teachers also enhance their U.S. professional networks, traveling with teachers from other schools and states.

**International Focus on the Environment** | The **Toyota International Teacher Program**, sponsored by Toyota Motor Sales, U.S.A., aims to inspire the creative teaching of international and environmental themes in U.S. schools and communities by sponsoring short-term overseas study-programs for U.S. secondary school teachers in all disciplines. The Toyota program gives educators hands-on experience in Japan, the Galapagos Islands, and, for the first time in

2007, Costa Rica. Upon returning home, the teachers develop lessons and conduct service projects concentrating on conservation and sustainability. Nearly 500 U.S. secondary school teachers nationwide have participated since the program began in 1998.

**Experiencing the Middle East** | The **Educators to Saudi Arabia Program**, a ground-breaking professional development program sponsored by Aramco Services Company, brought 50 U.S. social science teachers and library media specialists to Saudi Arabia in 2007 to meet with experts in the fields of education, government, medicine, and industry. The opportunity to travel to Saudi Arabia is a timely, enlightening experience for U.S. educators, giving them first-hand knowledge of the Middle East to help them teach about a region that is increasingly a focus of the pre-college curriculum.

**Bringing Asia into U.S. Classrooms** | The **Korean Studies Workshop for American Educators**, sponsored by the Korea Foundation, is designed to enhance mutual understanding between the people of Korea and the United States. In 2007, 100 exceptional secondary school social studies teachers traveled to Korea for a 12-day program to learn more about the country. The workshop enriches U.S. classrooms, as teachers return with new understanding about a part of the world that too few Americans visit.

Since 1997, the **Japan Fulbright Memorial Fund Teacher Program** has engaged more than 6,000 U.S. educators in three-week study tours focused on learning about Japanese culture and education. Nearly 400 elementary and secondary school teachers went to Japan in 2007 with sponsorship from the Japan-United States Educational Commission.



## ◀ Impact: Integrated science

California teacher Michael Wing's journey to the Galapagos Islands on the Toyota International Teacher Program inspired him to teach an Integrated Science class that will span the disciplines of science, English, social studies and art.

## ▶ Impact: U.S.- Middle East relations

Michael Stuart, a social studies teacher from Vermont, chose to participate in the Educators to Saudi Arabia Program in the belief that the U.S. relationship with the Middle East is the defining issue of our day. "This program provides the essential means from which an educator can learn about a people and their culture while helping deconstruct stereotypes and misconceptions about the 'other.' "



# Creating Mutual Understanding

The Fulbright Program has created a diverse, informed, visionary and influential network of American and international leaders committed to increasing understanding between the United States and the rest of the world.

## Fulbright's Record of Achievement |

A uniquely effective and flexible form of public diplomacy, the **Fulbright Program** enables participants from many cultural, ethnic, and economic backgrounds to create ties of understanding and respect between the United States and other countries. Fulbright is sponsored by the U.S. Department of State's Bureau of Educational and Cultural Affairs (ECA), with additional funding from foreign governments, higher education institutions, and private sector partners and donors. IIE and the Council for International Exchange of Scholars (CIES), a division of IIE since 1997, have been proud partners in the Fulbright Program since its inception over 60 years ago.

## Reaching Out to Diverse Students |

The Fulbright Program widened its outreach to students globally, serving non-traditional sectors in every world region, including successful initiatives in Indonesia, Turkey, Brazil, the Netherlands, and Pakistan. A new **U.S.-Chile Equal Opportunities Scholarship Program** launched in 2007 funds doctoral study in key science and technology, environment and public health fields for a diverse group of Chilean students. In the United States, the Fulbright Program supports a broadly diverse group of students and young professionals. IIE's **Fulbright Legacy Fund** will fund American Fulbright alumni to raise visibility for the program and encourage applicants from all sectors of society.

## Science and Technology Innovation |

The new **International Fulbright Science and Technology Award** has attracted the best and the brightest science and technology students from all over the world. With IIE's assistance, the first group of 29 students arrived in fall 2007 to begin their doctoral studies at top universities across the U.S. The students were selected through a rigorous merit-based review process involving U.S. academic and university leaders.

In 2007, IIE also designed and implemented a "Lab to Market" seminar for Fulbright students from developing countries, which included meetings with technology firms and innovators in the Silicon Valley.



## Impact: Bridging cultures with music

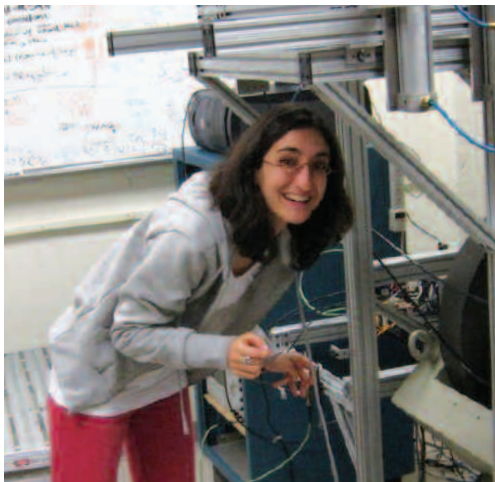
Two of the inaugural Fulbright-mtvU Fellows are using music to unite cultures. Aaron Shneyer's ensemble, Heartbeat Jerusalem, is bringing Israeli and Palestinian high school students together to write and perform music in their communities. In Panama, Larnies Bowen is working with Reggae musicians to explore the West Indian-Panamanian identity, culture, and collective experience.



## Impact: Teaching abroad and at home

As a Fulbright Scholar at South Korea's Pyeongtaek University, history professor Beth Salerno is teaching courses on American Political Culture and Contemporary America, including issues of gender, race, and citizenship. On her lively blog, she shares vivid descriptions of her travels, the Korean Parliamentary election campaigns, holiday celebrations, and her hosts' "generosity of spirit and gifts of friendship" with students back home at Saint Anselm College.





► **Impact: Sharing language and culture**

Fulbright Foreign Language Teaching Assistant Zhu Meihua takes great pride that her students at Ohio's Mount Union College not only spoke Chinese well enough to recite Chinese poems in the college's annual Poetry Reading, but can also now engage in long and interesting dialogues in Chinese and explain Chinese culture to their friends and families. The FLTA Program and the Critical Language Enhancement Awards for U.S. Fulbright Students are part of the National Security Language Initiative.



▲ **Impact: Advancing scientific inquiry**

On a Fulbright Science and Technology award, Brazilian graduate student Clarice Aiello is working with colleagues in M.I.T.'s Nuclear Science and Engineering Department to speed up how computers process information, using high-level quantum computation.

► **Impact: Interfaith dialogue**

Mustafa Khattab, originally a farmer from a small village in the Nile Delta, visited churches and local communities to speak on "Misconceptions about Islam." He came to the U.S. as a Visiting Fulbright Interfaith Scholar and spent a semester at Hartford Seminary, after getting his MA in Islamic Studies in Egypt, and has now returned to his university in Cairo to lecture in Islamic Studies. Interfaith dialog, as he sees it, "is about looking for the common ground among diverse peoples and among religions and worldviews."



**Public-Private Initiatives** | New partnerships invigorated the Fulbright Program in 2007. IIE worked with **Lehman Brothers** to develop a new and diverse generation of finance leaders; with the **Casten Family Foundation** to enrich the experience of Fulbrighters from Afghanistan and reach diverse communities in Indonesia; and with mtvU to create the new **Fulbright-mtvU** awards allowing four U.S. Fulbright students to explore the power of music as a global force for mutual understanding.

**Interfaith Dialogue** | CIES launched the high-profile Fulbright **Interfaith Dialogue and Community Action Program** in 2007. It brought a group of 10 scholars/religious leaders from countries with significant Muslim populations together for an intensive summer seminar and scholar-in-residence positions at U.S. colleges to foster discussion, debate and collaborative learning. The goal is to equip these scholars with the knowledge and experience of U.S. society to promote tolerance and build communities of people of different faiths working together to seek solutions to social and cultural problems.

**Internationalizing Higher Education** | The **Fulbright New Century Scholars** program brings together academic experts to address topics of global significance. NCS 2007 addressed "Higher Education in the 21st Century: Issues of Access & Equity," and the 36 Scholars gathered in Mexico City to collaborate on meeting global higher education challenges. In 2007, a pilot group of International Education Administrators from Russia who work with incoming international students came to the U.S. for an intensive training program. Ten new awards allowed administrators of teacher and certification programs at U.S. institutions to participate in a two week cross-cultural seminar in India.

U.S. colleges and universities benefited from hosting **Fulbright Scholars** for a semester or a year, as well as **Fulbright Visiting Specialists** or **Occasional Lecturers** who shared their specific areas of expertise in classrooms and communities. **Fulbright Foreign Language Teaching Assistants** from 42 countries taught 29 languages, supervised language labs and discussions and shared their cultures with students at over 250 U.S. campuses.

**Building Leadership and Communities** | Enrichment events continued to expose Fulbright Students and Scholars to local communities throughout the U.S. IIE designed and implemented ten enrichment seminars across the U.S. between January and June 2007, creating networking opportunities and first hand knowledge of diverse institutions. Panels and workshops explored the ways in which individuals and organizations work to build positive social change in their communities. Participants visited with local public school students and were hosted by local residents for dinners in their homes.

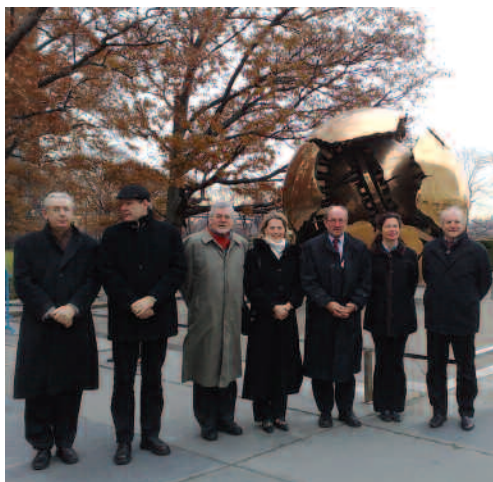
**Fulbright by the Numbers** | In 2007, more than 3,000 Foreign Fulbright Students and over 800 Foreign Scholars from over 150 countries were on U.S. campuses, including 375 Fulbright Foreign Language Teaching Assistants who helped Americans learn 29 languages. Over 1,400 U.S. Fulbright Students (including 442 English Teaching Assistants) and more than 1,000 U.S. Fulbright Scholars studied, taught, or conducted research in over 150 countries.

# Internationalizing Higher Education

IIE offers a wealth of resources and services to help educators internationalize their campuses and help students gain access to international experience.

**Serving Higher Education** | Through IIE's network of 900 member campuses, more than 4,000 professionals share and expand their expertise and build collaborations between colleges, universities, and international exchange agencies worldwide. The **IIE Network** brings educators together. Its interactive online community, print resources, periodicals, conferences and workshops ensure that face-to-face contact and digital networking combine to help educators build international programs that work.

In 2007, IIE held its annual **Conference on Best Practices in Campus Internationalization** in New York, with support from ETS and the British Council, and partnered with the American Association of Community Colleges to plan and convene workshops on international student recruitment and study abroad for community colleges. Issues of the *IIE Network* magazine explored institutional linkages and national policies for international education, and the weekly *IIE Interactive* e-newsletter expanded to include a special weekly feature on study abroad news. Our network of international offices in locations such as Bangkok, Budapest, Delhi, Beijing, Moscow and Mexico City, and U.S. offices in Chicago, Denver, Houston and San Francisco serve as vital resources to assist students and educators in their regions.



IIE/New York arranged a study tour on U.S. higher education management for German university leaders, on behalf of The German-American Fulbright Commission.

**Recognizing Best Practices** | The **Andrew Heiskell Awards for Innovation in International Education** have honored the most innovative and effective international initiatives of IIE Network members since 2002. The 2007 awards featured a new category emphasizing international partnerships, and the program has increasingly emphasized diversity as a key component of a successful international initiative. The member website at [iienetwork.org](http://iienetwork.org) provides over 50 detailed descriptions of best practices from seven years of Heiskell Awards, to help assist members with their campus internationalization efforts.

**Understanding Global Mobility** | International student mobility trends are increasingly important to governments, business leaders, and educators worldwide, and IIE's **Open Doors Report on International Educational Exchange** and **Project Atlas** together are the definitive data sources.

Each year, IIE publishes *Open Doors*, releasing new statistics and analysis of international and U.S. student flows based on a survey of accredited U.S. higher education institutions. IIE has published *Open Doors* since 1948, and has received support for it from the State Department since the 1970s. In 2007, *Open Doors* received unprecedented press coverage, documenting the first rebound in international student enrollment in six years. IIE holds an annual briefing with the State Department to present these data, in conjunction with International Education Week, which was also celebrated with briefings and activities in IIE offices worldwide.

Project Atlas complements *Open Doors*, providing a worldwide perspective on global academic mobility. With support from the Ford Foundation, Project Atlas has built a global community of data providers and offers data and analysis on international student flows for leading host and sending countries. Over the past two years, Project Atlas has convened meetings with local partners in China, Mexico and Scotland.



IIE/Latin America director Alan Adelman (right) and the rector of the University of Oaxaca opened the EducationUSA advising office in Oaxaca, Mexico to reach out to the indigenous student population.



IIE presented the University of Delaware with the Andrew Heiskell Award for Innovation in International Education. Marian Sulzberger Heiskell (center) joined IIE president Allan Goodman in presenting the award to president David P. Roselle (left), Lisa Chieffo and Lesa Griffiths.



Thomas A. Farrell, Deputy Assistant Secretary of State for Academic Programs (center) and James A. Warren, Public Affairs Counselor at the U.S. Embassy in Hanoi (right), visited the IIE/Vietnam office in Hanoi, represented by Director Mark Ashwill and EducationUSA advising staff.



*IIE coordinated U.S. higher education fairs in 13 cities in Asia, and expanded outreach in China, India, Mexico, Thailand and Vietnam.*

#### Reaching Out to International Students |

Through Institute initiatives and our work with government partners, IIE connects international students with the information they need to make the life changing decision to study in the United States. The State Department's Bureau of Educational and Cultural Affairs called upon IIE to manage its **Regional Education Advising Coordinators (REAC)** program, and enhanced REAC activity with IIE/Southeast Asia and Latin America. REACs provide support to more than 450 EducationUSA advisers worldwide. In 2007 IIE expanded support for the EducationUSA network with State Department funding, and produced a new online journal, **EducationUSA Connections**, to promote best practices among educational advisers worldwide. IIE published a print edition of its popular **Funding for United States Study**, the premier resource for funding opportunities for international students, and launched this valuable resource as a free searchable online database.

IIE/Hong Kong coordinated thirteen higher education fairs in Asia this year, serving over 14,500 students and parents in six Asian countries, working with IIE's offices

and local partners. In 2007, the fairs reached students in more cities, including Macau and Shenzhen. IIE/Vietnam also helped organize a fair in Ho Chi Minh City for the American Association of Community Colleges, which attracted a record turnout of more than 700 attendees. In cooperation with the Educational Testing Service (ETS), IIE staff in Hungary, Indonesia, Mexico, Thailand, and elsewhere provided English language testing services to thousands of students around the globe.

#### Building Higher Education Capacity |

IIE's worldwide offices help build international education capacity around the world. In 2007, IIE's Jakarta-based affiliate, the Indonesian International Education Foundation, organized an Indonesian Delegation to the NAFSA 2007 annual conference together with the Indonesian Ministry of Education, bringing 34 university presidents and vice presidents to explore opportunities for future collaboration with U.S. partners.

IIE/Latin America formally inaugurated an EducationUSA office at the State University of Oaxaca in 2007 as part of its outreach efforts to indigenous populations – a large but historically underserved demographic

in Mexican society. Seventy community leaders participated in a workshop on U.S. higher education, and the program expanded its advising capacity-building activities to indigenous populations in neighboring Guatemala.

IIE also works with bilateral Fulbright commissions to offer professional development opportunities for education administrators. The **Russian International Education Administrators Fulbright** program began in 2007, sending a group to the U.S. for three months to learn how to better serve international students in academic placement, language training, cross-cultural challenges and other areas. This year IIE also coordinated higher education seminars across the U.S. for the **German-American Fulbright Commission**, including study tours for university leaders on topics such as technology transfer and graduate education, as well as the International Education Administrators Program coordinated by IIE/CIES. These initiatives effectively share expertise and best practices, while strengthening worldwide educational ties with the United States.

# Advancing Social Justice

To help communities move toward positive social change and equitable development, the Ford Foundation International Fellowships Program empowers leaders from excluded social groups.

## Creating Social Justice Leadership |

To help communities move toward positive social change and equitable development, the Ford Foundation International Fellowships Program empowers leaders from excluded social groups.

The Ford Foundation International Fellowships Program is a powerful force for social change. With the goal of creating new social justice leadership in developing countries, IFP provides scholarships for post-graduate study to exceptional individuals from marginalized groups who have a deep commitment to improving the welfare of their communities.

The program has been remarkably successful in changing the lives of the Fellows, and by enabling them to become more effective leaders, in changing the lives of others in their communities and their nations. In 2007, as the program passed its halfway point, nearly 1,500 Fellows had completed their studies, and already nearly 80% of the alumni have returned to their home countries and regions. The promise that broadening access to higher education can foster development and social justice around the world is starting to be realized, through the work of these outstanding individuals.

**Partnership for Change |** The IFP Secretariat is housed at the Institute of International Education's headquarters in New York. IIE collaborates closely with IFP to place Fellows who choose to study in the United States and Canada. In Mexico, IIE helps place IFP Fellows at host universities, while IIE staff in China, Indonesia and Russia oversee Fellows' selection in those countries. IIE/NY manages the financial and administrative arrangements for all Fellows. The IFP Secretariat also works with 16 other partner organizations around the world.

*The Ford Foundation International Fellowships Program was launched in 2001 with the largest single grant ever made by the Ford Foundation, \$280 million over ten years. Due to its early success, the Ford Foundation pledged another \$75 million in 2006.*



### ▲ Impact: Conquering illiteracy

Joby John works to fulfill his dream of providing educational opportunities for all in his native India, with skills obtained while studying Education Leadership and School Improvement at Manchester University in the UK on an IFP Fellowship.

### ◀ Impact: Tackling poverty

High in the Andes, Breezy Martinez Walls is tackling poverty and inequality by helping citizens to sell crafts, raise guinea pigs, improve cattle stock, and strengthen camellias grown for export. Knowledge gained through an MBA program enabled her to establish these commercial development projects in her home region.

### ▼ Impact: Community outreach

In Kenya's Maasai community, Sakuda ole Nkitoria dropped out of school to work as a herdsman. With IFP's help, he completed a degree at the U.S. International University in Kenya and now directs the Simba Maasai Outreach Organization, where his work assists herdsman and helps children to stay in school.



## IFP by the Numbers

### Through 2007:

- 50,000 applications received
- 3,000 Fellows selected
- 1,000 current Fellows
- 1,500 Fellows have completed their studies
- 22 home countries
- 500 host universities in 40 countries
- 49% female
- 79% Masters students
- 21% Doctoral students
- 4,300 Fellows will benefit by 2014





# Rescuing Threatened Scholars

IIE's Scholar Rescue Fund provides support and safe haven to scholars anywhere they are in danger of being silenced by arrest, persecution, torture or death.

## SRF by the Numbers

Through 2007:

Over 1,300 requests for assistance  
170 scholars from 38 countries awarded Fellowships  
\$4.1 million in fellowship funds awarded  
106 host institutions in 27 countries



## A Legacy of Rescue – A Beacon of Hope |

By assisting the world's scholars wherever and whenever their lives or freedoms are in jeopardy, the **Scholar Rescue Fund** is making the world a less dangerous place. Marking its fifth year in 2007, the Fund intensified its focus on preserving the intellectual capital so urgently needed to educate the next generation.

## Rescue on a Global Scale |

Conditions and conflicts continue to pose imminent threats to scholars around the world. In 2007, SRF provided financial support and helped find safe haven for 83 threatened scholars from 18 countries. Though many have lost their homes, witnessed unimaginable violence and in many cases survived attempts on their lives, all scholars on SRF Fellowships have resumed their work within weeks – often days – of their arrival at their host campuses. Whether guest lecturing, teaching, researching, or writing, scholars in all disciplines have published significant works and presented at national and international conferences. In 2007, 49 host institutions in 15 countries have become invaluable SRF partners, and have contributed over \$700,000 in matching support to the scholars hosted on their campuses.



## Mobilizing Support for Iraqi Scholars |

SRF launched the **Iraq Scholar Rescue Project** in 2007, amid reports of thousands of Iraq's most senior academics falling victim to targeted killings or being forced to flee. More than 800 Iraqi scholars facing death threats, kidnapping attempts, or attacks on their families have approached SRF. With resources to assist up to 200 senior Iraqi professors over the next three years, SRF has launched intensive outreach to invigorate partnerships with host institutions in the Middle East and North Africa regions to allow scholars to teach, research and publish in safety closer to home and where they can stay connected to displaced students, colleagues and families. SRF has mobilized help and support from generous donors in the U.S., as well as ministries of education, UN agencies, and the Jordanian Royal Family, to contribute to the success of this urgent endeavor.

*A \$5 million grant from the Bill & Melinda Gates Foundation and a matching \$5 million grant from the U.S. Department of State's Bureau of Near Eastern Affairs launched the Iraq Scholar Rescue Project in 2007, building on support from the Richard Lounsbury Foundation, The Siarr Foundation, and individuals. SRF Board Members led by Chairman Henry Jarecki, foundations such as the Open Society Institute and the Lloyd A. Fry Foundation, and committed donors made generous endowment and operating gifts to support the Fund's work around the globe.*

### ▲ Impact: Defending indigenous rights

Facing targeted oppression because of his work, this legal scholar from the Democratic Republic of Congo, shown here with SRF Chairman Dr. Henry Jarecki, requested help from SRF to continue his research and writing in Switzerland where he has published numerous works including a book on the land rights of indigenous minority groups.

### ▶ Impact: Life-saving research

Threatened with arrest and imprisonment for criticizing the Sudanese regime and advocating for women's rights, this microbiologist fled for safety. SRF support has enabled her to continue life-saving research on tuberculosis at a U.S. university's Department of Cell Biology and Molecular Genetics.

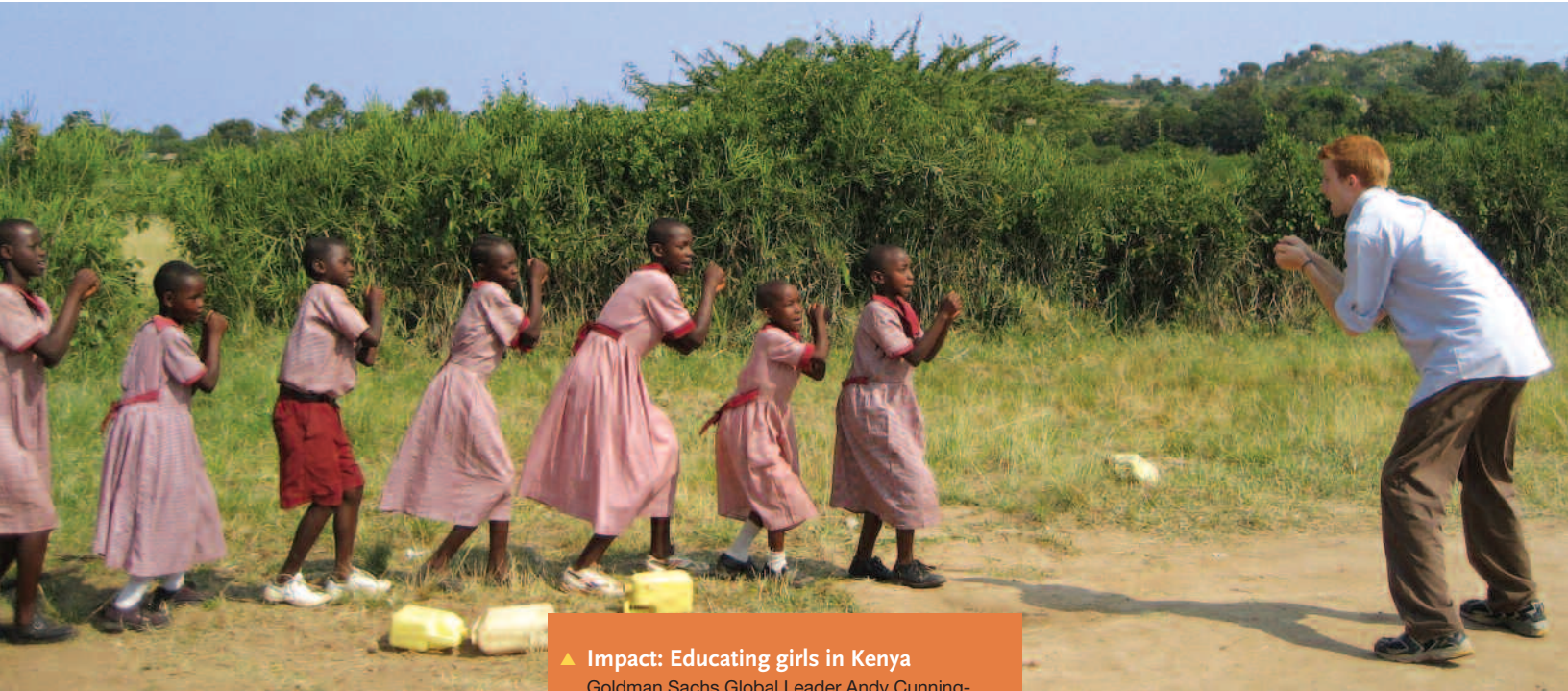
### ▶ Impact: Preserving cultural heritage

A prominent archaeologist and former Director General of Baghdad's National Museum of Iraq, this scholar is credited with orchestrating the return of thousands of stolen antiquities following the 2003 looting of the museum. A fellowship from SRF has allowed him to teach in safety while he works to preserve Iraq's cultural heritage.



# Developing Leaders

Identifying and convening international student leaders, arranging U.S. study visits for rising public officials, and educating specialists at home and abroad, IIE enhances the knowledge and skills of leaders around the globe.



**Developing the Next Generation of Leaders** | The Goldman Sachs Global Leaders Program (GSGLP) identifies talented second-year university students from universities in 19 countries — 900 since the program's inception in 2000 — and brings them together in New York for an annual Global Leadership Institute with governmental, philanthropic and business leaders. In 2007, IIE and The Goldman Sachs Foundation expanded the program's alumni activities and significantly increased the number of Global Leaders from China and India.

By investing in the leadership potential of exceptional young people around the world, The Goldman Sachs Foundation also invests in the well-being of many people whose lives will be touched by their vision, skills and compassion. With seed funding from the program's Social Entrepreneurship Fund, alumni have joined forces to launch innovative social ventures,

## ▲ Impact: Educating girls in Kenya

Goldman Sachs Global Leader Andy Cunningham is passionate about children's rights and education. When he graduates from Duke in 2008, he will go to Kenya to serve as Executive Director of WISER, the Women's Institute for Secondary Education and Research. The school, which Andy co-founded as part of a service project, and for which he secured a Social Entrepreneurship Fund grant from the Goldman Sachs Global Leaders Program, aims to guarantee girls a safe and effective education so they may attend college. Cunningham was named a Truman Scholar based on his academic success, leadership potential and commitment to public service. In addition to his summer in Kenya, he has also studied in China and volunteered at Mother Teresa's Missionaries of Charity in Calcutta.

including a school in rural India; a technology education program in China; an art therapy program for AIDS-affected children in Namibia; a micro-enterprise initiative for women entrepreneurs in Macedonia; a malaria prevention campaign in Nigeria; a recycling program in Albania; and a meals program for schoolchildren in Sri Lanka.

**Mobilizing Local Leaders** | In the low income neighborhoods of Maiduguri, the capital of Nigeria's Borno state, Mustapha Kolo is combating poverty among women of reproductive age. Partnering with two local faith-based organizations, he provides culturally and religiously sensitive workshops on family planning and economic development. The Leadership Development for Mobilizing Reproductive Health Program (LDM), sponsored by The David and Lucile Packard Foundation and administered by IIE's West Coast Regional Center, mobilizes local leaders like Kolo with the tools to address critical reproductive health issues. LDM has supported over 1,200 emerging and established leaders in Ethiopia, India, Nigeria, Pakistan and the Philippines. This year, fellows participated in 22 working groups across LDM countries on issues such as Religion and Reproductive Health, Adolescent Sexual Health, and Improving Delivery of Family Planning Services.

**Providing Global Skills** | “Global citizenship is a way of thinking and behaving,” states University of Hong Kong engineering student Eugene Wong. The **Dragon Foundation’s Global Citizenship Programme** develops knowledge, intercultural competencies, moral faculties, and practical skills in outstanding Hong Kong university students. They heard first-hand views of prominent international figures and collaborated on group projects and hands-on simulation exercises during 2007 conferences in Geneva and New York, administered jointly by IIE offices in Budapest, Hong Kong and New York.

As a Fellow of the **W.T. Chan Fellowships Program**, Chen Wei is empowering inner city youth in Los Angeles to advance their lives and revitalize their communities through academic tutoring, athletic programs, computer training and fine arts development. The Lingnan Foundation-funded Chan Fellowships connect Chinese university students selected by IIE’s Hong Kong office with non-profit community-based organizations in California, where they gain first-hand experience volunteering in a grassroots setting.



Humphrey Fellows Pasang Wangmo, an assistant judge in Bhutan, and Shabnam Nawaz, a women and children’s rights lawyer in Pakistan, studied human rights law at American University’s Washington College of Law.

**Research to Drive Environmental Change** | The **Alcoa Foundation’s Conservation and Sustainability Fellowship Program** brings together Academic and Practitioner Fellows who are conducting research and field work on topics such as ecological preservation in Namibia, developing wind energy in the U.S., reforestation of mangroves in Kenya, managing water resources in Jamaica, and many others. Eight partner universities and NGOs advise and guide the Fellows, to facilitate interdisciplinary collaboration and create future leaders in conservation and sustainability.

**Reaching Out to Emerging Leaders in Key Countries** | Developing leaders able to think and act on a global basis is a core objective of U.S. public diplomacy. The **International Visitor Leadership Program (IVLP)** and the **Hubert H. Humphrey Fellowship Program (HHH)**, both sponsored by the U.S. Department of State’s Bureau of Educational and Cultural Affairs, stand at the forefront of these efforts. For IVLP, IIE arranged hundreds of study tours across the U.S. for emerging and current leaders from every world region to meet with their American professional counterparts on diverse topics ranging from civil rights and community leadership to combating financial crime and terrorism financing.

For the prestigious **Edward R. Murrow Program for Journalists**, IIE arranged IVLP programs for emerging leaders in television, radio and print media from 28 countries in Europe and Eurasia. They examined journalistic practices in the U.S. through visits to government institutions and NGOs in Washington, DC, several state capitals, and the campuses of seven leading American schools of journalism.

In 2007, The **Hubert H. Humphrey (HHH) Fellowship Program** brought 173 Fellows from 85 countries — including Iraq and Afghanistan — to the U.S. for ten months of non-degree academic study and related professional experiences in fields such as law, public health, journalism, and finance. They are placed at 15 American partner universities with particularly strong faculty and programs within their professions. Fellows are selected based on their potential for leadership and their commitment to public service, and they use their Humphrey experience to make effective changes within their communities after returning home.



◀ **Impact: Conservation and sustainability**

In Colombia’s Amazon region, Alcoa Foundation Fellow Monica Gruezmacher, mentored by the World Wildlife Fund-US, is bringing the main stakeholders in Amacayacu National Park together to discuss how research plans affect the indigenous territories that overlap the park. “I plan to contribute to this process by helping construct a participatory research plan that includes cultural, socio-economic, and academic perspectives and that will serve as a model for the rest of the protected areas that still haven’t begun this process.”

# Managing Scholarships

To help corporations, foundations, and individuals give back to their communities, promote educational opportunities, and build a skilled workforce, IIE manages scholarship programs tailored to the specific goals of our sponsors.

## Connecting Corporations with Communities

IIE works with corporations and foundations around the world to develop innovative approaches to social responsibility. By managing targeted scholarship programs and community development initiatives, IIE helps organizations demonstrate a commitment to their employees and communities.

With offices on five continents, IIE has on-the-ground linkages to the communities where global corporations do business. When **PepsiCo International** expanded its Russian operations, the company wanted to share its success with the community and Russian higher education. IIE/Russia has helped PepsiCo reach out to agricultural universities in southwest Russia to establish undergraduate scholarships, young faculty stipends, education equipment grants, and exchanges with U.S. universities specializing in agriculture. The program expects to reach hundreds of Russian university students and faculty, making a long-term, positive impact on Russian agriculture.

In Serbia, the **Partnership for Education and Community Development Program**, supported by Philip Morris International affiliate DIN “Fabrika Duvana” Niš, has awarded nearly 150 scholarships to local students over the past three years and supports student projects that directly benefit the community.



## Impact: international cooperation for technical education

Waha Oil Company partnered with IIE to create a scholarship program for Libyan petroleum professionals in 2007. Waha employees are coming to the U.S. for intensive English instruction and solid training in technical subjects, including a specially designed Advanced Drilling and Technology program developed by the Colorado School of Mines. The program strengthens Libyan human capital and lays the foundation for future international cooperation with the country, while U.S. students gain firsthand knowledge of the petroleum industry from their Libyan classmates.

**Investing in Talent** | Scholarships are a clear investment in the future of global organizations and local communities. The **GE Foundation Scholar-Leaders Program**, administered by IIE since 1987, broadens access to education among outstanding students who are disadvantaged financially or who are underrepresented in higher education geographically, ethnically, or by gender. In 2007, the program selected 229 students across fourteen countries including Brazil, Canada, the Czech Republic, Hungary, India, Indonesia, Korea, Malaysia, Mexico, Poland, Romania, Thailand, United Kingdom, and Vietnam. Alumni have become leaders in the economic and social development of their home communities.

For over 30 years, companies and their foundations have turned to IIE to manage

**International Children of Employee (COE) Scholarship Programs** — a proven way for companies to retain international staff and enhance organizational benefits. In 2007, IIE assisted corporations such as **AIG, GE, Harsco Corporation, Lockheed Martin** and **Mattel** to provide more than a thousand scholarships for employees and their dependents to study in higher education around the globe. Celebrating its 10th anniversary, **Chevron’s International REACH Scholarship Program**, administered by the IIE West Coast Center, has provided 500 scholarships to date to enable children of Chevron’s overseas employees to pursue undergraduate degrees in more than 40 nations.

As part of a GE Foundation Scholar-Leaders community service project, UK students from the University of Leeds and University College London went to work beautifying an elementary school in Central London.

# Building Human Capacity

Economic growth and better living conditions in developing countries require a productive and skilled workforce. IIE arranges targeted training to provide individuals with the practical and professional skills vital to address pressing needs in their own countries and communities.



**Empowering a Skilled Workforce** | The ability to earn an income is a vital step to empowerment. To achieve this goal, the **Women in Technology (WIT)** program helps Middle Eastern women gain critical skills needed to enter the workforce. Sponsored by the Middle East Partnership Initiative of the U.S. Department of State and implemented by IIE West Coast, WIT provides partner organizations and the women they serve with cutting-edge curricula and training opportunities in business planning, professional development, and information technology. WIT expanded to four additional countries in 2007 — Bahrain, Jordan, Lebanon and Morocco — building on strong results in Iraq, Oman, Saudi Arabia, the United Arab Emirates, and Yemen. With more than two thousand women trained and 35 partner organizations operating WIT Training Centers, WIT's impact in the region continues to increase.

In partnership with USAID Egypt, IIE has trained thousands of Egyptians for leadership in a period of rapid change. The **Leadership Development Program (LPD)** equipped Telecom Egypt managers with the skills to prepare them for global competition as communications services become increasingly privatized. Building on over a decade of training and technical assistance for USAID/Egypt, IIE provided pre-departure Training Logistics and Medical Services

for 400 Egyptian professionals in 2007, and with World Learning, provided placement and support for 16 MBA candidates from the Egyptian Ministry of Health and Population.

**Creating Higher Education Networks** | As part of two important higher education initiatives, IIE helps create academic links and strengthen institutions in Africa. In 2007, IIE helped the **Partnership for Higher Education in Africa (PHEA)** provide seed grants for information and communication technology projects to five African universities and provided travel assistance for African participants to attend conferences such as the Educational Pipeline for Girls and Women in East Africa meeting in Nairobi. PHEA consortium members include the Ford, Rockefeller, Kresge, Hewlett, Mellon and MacArthur Foundations, and the Carnegie Corporation of New York.

To further develop African higher education, under the **Africa Higher Education Collaborative**, IIE's Council for International Exchange of Scholars and IIE/Cairo are bringing together scholars from Egypt, Kenya, Nigeria and South Africa to develop shared information and strategies to improve equity and access to higher education on the continent, with sponsorship from the Ford Foundation office in Egypt.

## ◀ IMPACT: Microfinance

As part of his work with the American Refugee Committee's microfinance program in Sierra Leone, EMDAP Adviser Gianni Brusati assists a shopkeeper with her financial statements. With microenterprise as the back-bone of the economy and very few basic resources, financial training and loans for small business are crucial to the country's efforts to rebuild after its grueling 11-year civil war.

## ▼ IMPACT: Empowering women

In northern Oman, women who had never turned a computer on are being trained in PowerPoint and Excel at a network of Omani Women's Associations, as part of the Women In Technology Program in nine countries across the Middle East.



## Training for Sustainable Solutions |

IIE programs reach out to the developing world, helping train populations and institutions to take part in the global information economy. Through the **Emerging Market Development Advisers Program (EMDAP)**, current or recently graduated students from U.S. MBA or MA in International Development-related programs gain valuable international experience while providing hands-on assistance to key projects such as strengthening credit unions in Ecuador and building public-private partnerships in Indonesia, with support from the US Agency for International Development (USAID) and other partners. As a member of the **Volunteers in Economic Growth Alliance (VEGA)** IIE also fields volunteer experts for economic growth opportunities around the world.

# Working in the Community

IIE's offices across America and around the world offer resources to both our international guests and our local neighbors, bringing public education programs, high-profile international visitors, and information about academic opportunities to their communities.

## Local Connections with Global Reach |

IIE offices around the world connect visiting students and professionals with host communities, bring host colleges and universities together with local students, and provide internationally-minded citizens with insight into world events. In addition to the Institute's New York headquarters and Washington DC program offices, experienced professional staff in a network of offices in four U.S. cities and 11 other countries join forces to advance IIE's mission and serve our sponsors.

## Honoring International Leadership |

Special events and gala dinners focus on global/local connections. With the theme of scientific innovation and global outreach, the IIE West Coast 2007 gala honored Dr. John Martin, CEO and President of Gilead. IIE Denver convened business, government, and other experts from South America and Colorado for a seminar on Energy and Natural Resource Partnerships in the Americas in conjunction with their 2007 Diplomats Ball: A South American Adventure, which honored Chamber of the Americas founder Gilberto Cisneros and former Colorado international trade director Morgan Smith.

## International Hubs in U.S. Regions |

The Institute's U.S. regional centers, founded in the 1950s, are flourishing today as active international hubs in their communities, and several are also the center of activities for innovative worldwide programs.

IIE's West Coast Center arranges monthly speaking events, such as a presentation at Google featuring a powerful group of women entrepreneurs from around the world, bringing together Bay Area community and international leaders.

IIE Rocky Mountain serves as Denver's World Affairs Council, hosting monthly speakers that in 2007 included a discussion with Ambassador Dennis Ross on "How to Restore America's Standing in the World" and a dialogue with U.S. Ambassador to Korea Alexander Vershbow and the Korean Ambassador to the U.S. Tae-Sik Lee.

IIE Southern held workshops in Houston for teachers and operated the Cultural Navigators Program to bring world cultures into local classrooms, convened an International Youth Leadership Summit for high school students, and co-sponsored the Friends of International Students and Scholars program with Rice University.

## Promoting Citizen Diplomacy |

IIE's regional centers promote international education and citizen diplomacy through professional meetings and school visits that teach both the visitors and their hosts about global affairs and world cultures. In Denver, Houston, and San Francisco, IIE's offices serve as Councils of International Visitors, designing programs for the foreign leaders participating in the U.S. Department of State's International Visitors Leadership Program and arranging cultural activities and home hospitality. These offices also arrange Fulbright Seminars and local programs for foreign Fulbright students in their regions, and IIE Chicago works with the Chicago chapter of the Fulbright Association on local events.

## Serving Students and Sponsors |

IIE's international offices provide testing, training, and advising services to students and professionals in their communities, to connect them with international higher education opportunities. The Institute's staff in eleven countries around the world also serve as the local face for global sponsors and programs, recruiting and selecting local scholarship recipients, managing local and regional award ceremonies and pre-departure orientations, and helping to connect U.S. and host-country universities.



Fulbright Students from over 50 countries gathered in Chicago for the 2007 Enrichment Seminar on "Leadership and Public Service."



International Visitors from Japan observe a rocketry presentation by high school students in Houston.



International Visitor Leadership Program participants meet with Colorado Attorney General John W. Suthers (center) in Denver.

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Oracle President Charles Phillips (left) with IIE West Coast gala honoree, John Martin, CEO of Gilead (center) and Dubose Montgomery, Managing Director of Menlo Ventures.



IIE Rocky Mountain 2007 Diplomats Ball Co-Chairs Kim Kavrell Savit and Mark Savit.



More than 100 Fulbright Scholars, including faculty and researchers from 57 countries, convened in Denver from host universities across the U.S. to participate in a conference entitled "The Rule of Law: A View from the American West." Highlights included an evening of home hospitality, a mock jury selection conducted by the Federal District Court, and the chance to network with other scholars.

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Through generous donor support, the Scholar Rescue Fund provides grants for threatened scholars to pursue their scholarship in freedom and safety.

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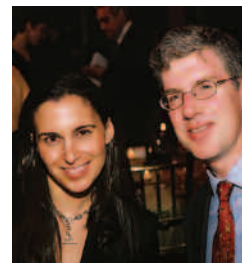
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# Financials

## IIE Statement of Financial Position | For the year ended September 30, 2007 with comparative totals as of September 30, 2006

	2007	2006
<b>Assets</b>		
Cash and cash equivalents	\$39,443,553	\$29,385,204
Reimbursable expenditures under contracts in progress	12,892,709	5,806,947
Contributions receivable	9,004,039	10,360,778
Investments, at fair value	89,432,838	79,004,790
Prepaid expenses and other assets	7,415,748	9,543,363
Fixed assets, net	22,629,568	22,322,518
Beneficial interests in perpetual trusts held by third parties	3,534,244	3,346,675
<b>Total assets</b>	<b>\$184,352,699</b>	<b>\$159,770,275</b>
<b>Liabilities and Net Assets</b>		
<b>LIABILITIES</b>		
Accounts payable and accrued expenses	\$9,251,858	\$4,382,051
Sponsored funds received in advance	56,128,922	57,296,452
Bonds payable	15,346,788	15,665,444
Deferred income	—	—
<b>Total liabilities</b>	<b>\$80,727,568</b>	<b>\$77,343,947</b>
<b>Commitments and Contingencies</b>		
<b>NET ASSETS</b>		
Unrestricted	\$42,835,879	\$34,839,218
Temporarily restricted	55,344,906	42,330,333
Permanently restricted	5,444,346	5,256,777
<b>Total net assets</b>	<b>103,625,131</b>	<b>82,426,328</b>
<b>Total liabilities and net assets</b>	<b>\$184,352,699</b>	<b>\$159,770,275</b>

## IIE Statement of Activities | For the year ended September 30, 2007

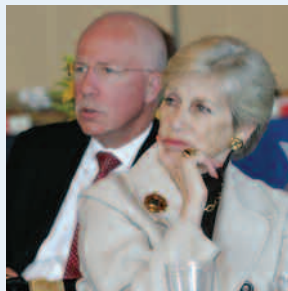
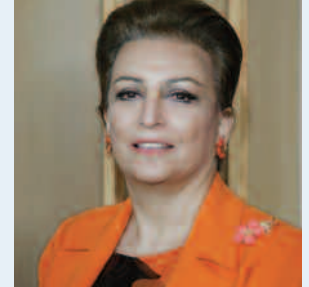
	Unrestricted	2007 Temporarily Restricted	Permanently Restricted	Total	2006 Total
<b>Revenues</b>					
Sponsored Programs	\$229,273,038			\$229,273,038	\$192,740,878
Contributions	494,486	\$21,927,305		22,421,791	11,646,806
Investment Return	8,679,620	3,862,986	\$187,569	12,730,175	5,752,593
Special Events Net	502,440			502,440	575,980
Other Revenue	855,754	73,203		928,957	820,968
	239,805,338	25,863,494	187,569	\$265,856,401	211,537,225
Net assets released from restrictions	12,848,921	(12,848,921)			
<b>Total Revenues</b>	<b>252,654,259</b>	<b>13,014,573</b>	<b>187,569</b>	<b>265,856,401</b>	<b>\$211,537,225</b>
<b>Expenses</b>					
<b>Sponsored programs</b>					
International exchange of students and scholars	219,516,907			219,516,907	192,055,469
Development training and assistance	901,636			901,636	764,003
Short-term international visitors	6,531,403			6,531,403	4,779,985
Educational services	5,879,488			5,879,488	6,693,929
<b>Total sponsored programs</b>	<b>232,829,434</b>			<b>232,829,434</b>	<b>204,293,386</b>
<b>Institute, educational and information services</b>					
Overseas and regional office activities	2,395,500			2,395,500	531,919
Research, publications and information services	5,406,916			5,406,916	812,240
<b>Total institute, educational and information services</b>	<b>7,802,416</b>			<b>7,802,416</b>	<b>1,344,159</b>
<b>Total program services</b>	<b>240,631,850</b>			<b>240,631,850</b>	<b>205,637,545</b>
<b>Supporting services</b>					
Management and general	3,457,278			3,457,278	2,693,890
Fund raising	568,470			568,470	328,010
<b>Total supporting services</b>	<b>4,025,748</b>			<b>4,025,748</b>	<b>3,021,900</b>
<b>Total expenses</b>	<b>244,657,598</b>			<b>244,657,598</b>	<b>208,659,445</b>
Increase (decrease) in net assets	7,996,661	13,014,573	187,569	21,198,803	2,877,780
<b>NET ASSETS, beginning of year</b>	<b>34,839,218</b>	<b>42,330,333</b>	<b>5,256,777</b>	<b>82,426,328</b>	<b>79,548,548</b>
<b>NET ASSETS, end of year</b>	<b>\$42,835,879</b>	<b>\$55,344,906</b>	<b>\$5,444,346</b>	<b>\$103,625,131</b>	<b>\$82,426,328</b>

**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 State of America, IIE is required to present a consolidated financial statement including its affiliate (IFF). A fiscal year 2007 consolidation summary is presented below.

	IIE Only	IFF Only	Consolidated IIE
Net Investments, at Market	\$89,432,838	\$227,684,483	\$317,117,321
Total Assets	184,352,699	243,822,127	427,944,862
Total Liabilities	80,727,568	59,974,500	138,131,726
Unrestricted Net Assets	42,835,879	—	44,532,475
Temporarily Restricted Net Assets	55,344,906	183,847,627	239,836,315
Permanently Restricted Net Assets	5,444,346	—	5,444,346
Total Revenue	265,856,401	33,152,373	265,054,798
Total Expenses	244,657,598	41,407,239	251,829,871
Increase(Decrease) Net Assets	21,198,803	(8,254,866)	13,224,927

IIE's financial statements are audited on an annual basis by PricewaterhouseCoopers LLP. The statements of financial position, as of September 30, 2007, and the related statement of activities for the year ended September 30, 2007 are presented above. 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, 212-984-5585.

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## 58 Nobel Laureates and Counting

In 2007, IIE was proud to add another name to its list of Nobel Laureates. U.S. economist and Fulbright alumnus Leonid Hurwicz was one of three Americans awarded the 2007 Nobel Prize in Economics. Professor Hurwicz traveled to India as a Fulbright Scholar in 1965, to serve as a visiting professor at Bangalore University. During his Fulbright year, he taught classes at Bangalore University and visited and studied at other Indian institutions of higher education. Now a professor emeritus of economics at the University of Minnesota, Twin Cities, Professor Hurwicz credits his Fulbright experience as “an important phase in my development and a significant influence in the development of my economic theories.”

This now brings to 36 the number of Nobel Prize winning alumni of the Fulbright Program (which the Institute has been privileged to administer for the U.S. Department of State since the program’s inception in 1946), along with 15 other IIE administered grantees and 7 of the Institute’s Trustees and advisers. In total, 30 have won in the sciences, 16 in economics, 3 in literature and 9 for peace – 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 the Fulbright Program and IIE. These greatly 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 humankind by conquering disease, advancing world peace, reducing global poverty, preserving the environment and creating a more just and prosperous global society.