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. IIE is 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.
Message From the Chairman and President

The Institute’s work to develop global leaders, internationalize higher education, and rescue scholars encourages peace, prosperity and scientific progress around the world. The renowned Fulbright Program, which IIE has the honor to administer on behalf of the U.S. Department of State, remains one of the most effective and responsive components of U.S. public diplomacy, continuously expanding to serve new academic and community partners. Applications and interest in Fulbright are at a historic high.

These opportunities translate into life-changing experiences for tomorrow’s leaders. The programs we administer on behalf of public and private sponsors encourage civic engagement and mutual understanding. They are critical to promoting workforce development, good governance, and gender equity; and they are utilizing social media to connect emerging leaders worldwide to forge solutions to critical problems.

We are especially pleased that IIE’s programs in the Middle East, made possible through public and private investments in higher education and training in such countries as Saudi Arabia, the United Arab Emirates, Qatar, Jordan and Egypt, are helping to build knowledge and create interdisciplinary research cultures of benefit to the region and the world.

With substantial support from Institute Trustees, many public and private donors, and with the assistance of the Hashemite Kingdom of Jordan in particular to assist Iraqi scholars, IIE’s Scholar Rescue Fund has been able to rescue ever larger numbers of threatened academics and to develop distance learning tools for them to stay in touch with their students back home. The Fund is also now able to provide much more data to guide responses to the growing problem of attacks against education worldwide.

All of the activities reported on here are also helping educators form a vast 21st Century Silk Road, which, like the ancient route, is promoting the free flow of people and ideas.

Our plans for the coming year reflect this new reality. The Institute is expanding its work in Asia, Africa, Latin America and the Middle East, areas where international education and training programs promise great potential to benefit not just the fortunate but also the thousands of marginalized individuals whose talents will be needed in their countries’ development. IIE is also expanding its work in science and technology fields so that the best students—regardless of nationality and personal means—will have opportunities to study at leading institutions and drive innovation, research and entrepreneurship.

Institute-administered programs now serve over 26,000 individuals annually. More than anything else, their stories inspire us with the impact investments in international education can have: the African woman who pursues computer training and gains a better life for her whole family; the Iraqi scholar who saw five of his closest colleagues killed and now, safe in Jordan, continues their research; the American undergraduate, the first in her family to attend college, who studies in China and inspires others to do the same; the Chilean Aymara Indian who gains an M.A. in environmental management and wins election as deputy mayor, helping her to improve the lives of an entire village.

Thank you for helping to make these and so many other success stories possible.

Thomas S. Johnson
Chairman

Allan E. Goodman
President and Chief Executive Officer
Examining Increases in Student Mobility
More international students are studying in the United States and more U.S. students are studying abroad than ever before, according to the 2009 Open Doors Report, produced by IIE with support from the Bureau of Educational and Cultural Affairs of the U.S. Department of State. The 60th annual Open Doors Report was released by IIE COO Peggy Blumenthal (center) at the National Press Club briefing in Washington, DC, with keynote speakers Under Secretary of State for Public Diplomacy and Public Affairs Judith McHale (right) and Under Secretary of Education Martha Kanter (left).

World Innovation Summit for Education (WISE)
The Institute played a leading role as a partner with the Qatar Foundation on this groundbreaking initiative, held in Doha, Qatar, in November. Summit participants included 1,000 influential leaders representing governments, businesses, civil society, universities and other educational institutions from around the world. IIE President and CEO Allan Goodman delivered a keynote address on the theme of pluralism.

U.S. Fulbright Student Attends White House Iftar Dinner
Farooq Mitha was invited to the White House for an Iftar dinner, which is the daily fast-breaking meal during the holy month of Ramadan. This event was hosted by President Obama for leaders of the American Muslim community and ambassadors from several predominantly Muslim countries. This was a fitting capstone to Mitha’s Fulbright grant to Jordan, where he studied peace and development in the Middle East. A graduate of the University of Florida, Mitha is now in private law practice in Miami.

Honoring ExxonMobil at IIE’s 90th Anniversary Celebration
At its 2009 Gala, the Institute honored ExxonMobil with the Opening Minds Corporate Leadership Award. The award, accepted by Chairman and CEO Rex W. Tillerson (right), recognizes the company’s innovative scholarship programs around the world. Fulbright alumnus Lorin Maazel was honored for bringing people together across countries and cultures through music. The founders of the Iran Opportunities Fund, Laya Khadjavi, Roya Khadjavi-Heidari and Nazgol Saei Shahbazi, received IIE’s inaugural Women’s Global Leadership Award.

Advancing the Study of Strategically Important Languages
The Language Flagship, a National Security Education Program initiative, expanded its partnership in 2009 with more than 30 U.S. and overseas institutions to integrate the study of strategically important languages into the undergraduate curriculum. The goal is to produce U.S. professionals with superior proficiency in African languages, Arabic, Central Asian Turkic languages, Chinese, Hindi/Urdu, Korean, Persian, Russian and Eurasian languages. The approach includes rigorous language study, academic courses taught in the targeted language, a year overseas, and internships. Addressing the critical need to increase the number of Americans who speak Chinese, The Language Flagship is partnering with nine universities and two public school systems to develop coordinated programs that will reach more than 7,000 students.

Promoting Social Justice for the Disabled
The Ford Foundation International Fellowships Program convened 20 IFP alumni from China, India, Indonesia, the Philippines, Russia, Thailand and Vietnam to share experiences and discuss how people with disabilities address discrimination in their societies. Meeting in Vietnam, the alumni—who used their IFP Fellowships to earn advanced degrees in human development, disability studies and assistive technology—discussed strategies for working with government, local communities, and national and international organizations to raise awareness of disability issues.
Helping Innovative Universities Reach Out To Talented Students

IIE is using its global network to identify outstanding students in science and technology from around the world to receive undergraduate and graduate scholarships to King Abdullah University of Science and Technology (KAUST), which celebrated its opening in September in Saudi Arabia.

In 2009, IIE assisted New York University in offering scholarships to students from around the world who will form the first entering class of NYU Abu Dhabi, a new global campus of NYU that is bringing world-class liberal arts education to the Middle East.

Preparing Fulbright Women for Leadership in Africa

In cooperation with a committee of community leaders in New Mexico, IIE organized a re-entry workshop in Albuquerque for Fulbright women from 20 countries in Sub-Saharan Africa. The sessions focused on applying their U.S. training and new skills to the professional and personal situations the women will encounter when they return home. Several African-American families participated in the workshop, and an interview with participants was broadcast on a weekly radio program sponsored by the New Mexico Office of African-American Affairs.

Internationalizing Science and Technology Education

To enable U.S. undergraduates majoring in science, technology, engineering or math (STEM) to gain international experience, the Gilman Scholarship Program has expanded to offer 125 new scholarships of up to $5,000 for students in these fields to study abroad during the summer. Since most community college students can only study abroad in summer, this new option will increase the number of such students eligible for Gilman Scholarships. Other IIE programs to promote international exchanges in STEM fields include the Global Engineering Education Exchange (Global E²) and the Whitaker International Fellows and Scholars Program in biomedical engineering.

New Century Scholars Link Campus and Community Innovation

The Fulbright New Century Scholars program is bringing 35 scholars from 24 countries together to collaborate during 2009-2010 on the theme of The University as Innovation Driver and Knowledge Center. The scholars are sharing models for best practices among universities to move ideas from the lab to the market, address the needs of local communities, and invest in initiatives that build social capital and advance economic development.

Expanding Partnerships With Indonesia

IIE partnered with Indonesia’s Ministry of Higher Education, the Association of Public and Land-grant Universities, the East-West Center and the United States-Indonesia Society (USINDO) to take 33 U.S. higher education leaders to Indonesia to explore opportunities to expand academic exchanges under the planned U.S.-Indonesia Official Bilateral Partnership. Hosted by the Indonesian government, the group was accompanied by Dr. Alina Romanowski of the U.S. Department of State and Dr. Totok Soprayitno, education attaché with the Embassy of Indonesia in Washington, DC. In 2010, IIE will launch the Freeman Indonesia Nonprofit Internship Program, funded by the Freeman Foundation, giving American and Indonesian student leaders summer internships in Indonesia, and a web-based service to help U.S. trained Indonesian students find jobs back home.

Fulbright Fellow Nominated for Oscar

A Fulbright Fellowship helped open doors in Mexico for Rebecca Cammisa, enabling her to make the feature documentary Which Way Home, which follows unaccompanied child migrants in their quest to come to the United States. The film, an important exploration of timely immigration issues, was nominated for a 2010 Academy Award.
Creating Mutual Understanding

A uniquely effective, global and flexible form of public diplomacy, the Fulbright Program enables participants from diverse cultural, ethnic and economic backgrounds to create ties of understanding and respect between the United States and other countries. The Program is sponsored by the Bureau of Educational and Cultural Affairs (ECA) of the U.S. Department of State, with additional funding from foreign governments, higher education institutions, and private sector partners and donors. IIE and its Council for International Exchange of Scholars (CIES) have been proud partners in the Fulbright Program since its start in 1946.

Fulbright Scholar Program Drives Campus Internationalization

From community colleges to liberal arts colleges to research universities, administrators continued to make internationalizing their campuses a top priority. The Fulbright Scholar Program is a vital resource. In 2009, the Scholar Program sent more than 850 U.S. faculty abroad, and 850 scholars visited the United States to teach, conduct research and become more familiar with the diversity of U.S. higher education. An additional 400 U.S. scholars helped launch new programs, train faculty and build educational capacity abroad. The Scholar Program’s “multiplier effect” infused cross-cultural perspectives into existing curricula, revitalized teaching methods, encouraged study abroad, and opened doors for scholars to teach in new places. On U.S. campuses alone, returned Fulbright scholars taught an estimated 76,000 students.

The year 2009 marked a new application record for U.S. scholars and saw several firsts. Grants to India almost doubled; a new program opened opportunities for Iraqi scholars; U.S. scholars helped reform the curriculum at Hong Kong universities; Sweden welcomed its first Distinguished Chair in Alternative Energy Technology; and 35 scholars from 24 countries collaborated to help universities find innovative solutions to pressing social and economic problems. IIE’s Council for International Exchange of Scholars worked closely with ECA and its global Fulbright partners to place scholars from 104 countries at universities in the United States. It also assisted U.S. scholars in taking on assignments in more than 140 countries.
Researching Aboriginal Spirituality
Susan Lynn Neylan, a Fulbright Scholar from Ontario’s Wilfrid Laurier University, explored the border between British Columbia and Washington state as an area of spiritual exchange among aboriginal peoples. She studied how beliefs traveled through cross-cultural environments in the late 19th and early 20th centuries. Neylan says, “Cultural exchange and better mutual understanding occurred during the course of the simplest of things. I will take the information garnered and apply it to my own teaching and scholarship.”

Teaching English in Thailand
Chike Aguh, a graduate of Tufts University, taught English at a secondary school in northeast Thailand with the Fulbright English Teaching Assistant Program. While there, he collaborated with Thai colleagues on innovative lesson plans, corrected English exams and research papers, and explored Thai culture. He says, “I was blessed to see the world as my Thai friends saw it … and for the rest of my life, I will continue to stand in others’ shoes and help others do the same.”

Advocating for the Disabled in Russia
Andrey Tikhonov, an ardent musician, taught Russian at Michigan State University with the Fulbright Foreign Language Teaching Assistant (FLTA) Program last year. While in the U.S., Tikhonov, who has a visual disability, became inspired by observing the community involvement of disabled Americans. Back in Arkhangelsk, Russia, he is working to advocate for rights for the disabled. Tikhonov says of his Fulbright experience, “I became self-assured, more active and developed a positive way of thinking which is so important for doing good things in this world.”

Fulbright Foreign Student Program Deepens Impact
Strong bipartisan Congressional support enabled the Fulbright Foreign Student Program to serve a diverse group of nearly 4,000 students and young professionals who engaged in undergraduate, graduate and teaching assistant programs at U.S. colleges and universities. New or expanded regional or country programs opened up opportunities for students from Azerbaijan, Burma (Myanmar), Chile, Croatia, India, Indonesia, Pakistan, Russia, Ukraine and Sub-Saharan Africa. The U.S. Department of State continued to promote the program to students from non-traditional backgrounds worldwide. IIE facilitated intensive English training for many Fulbright candidates to ease their transition to U.S. graduate study.

IIE’s close and critical partnership with U.S. colleges and universities ensured maximum tuition and other financial aid awards for incoming Fulbright students, even at a time of fiscal hardship for U.S. higher education. The placement of students at a wide variety of institutions in every U.S. state is further testament to the long-term campus impact of Fulbright students. Building international and cultural bridges through language learning, more than 400 Fulbright Foreign Language Teaching Assistants (FLTAs) from 49 countries helped teach their native languages on 250 campuses and left a lasting impact on their students and colleagues.

Hubert H. Humphrey Program (HHH) Celebrates 30th Anniversary
Marking its 30th anniversary, HHH, sponsored by the U.S. Department of State and administered by IIE, launched an interactive world map project showing both the host campuses and home countries of Humphrey Fellows and alumni since the program’s inception. Since 1979, more than 4,200 Fellows have participated in the Program, hosted by 43 U.S. universities. The Fellowships provide a year of professional enrichment in the U.S. for experienced professionals from designated countries around the world. In 2009, the number of Fellowships rose from 163 to 187—an increase of 15 percent.

IIE asked alumni about the impact they have had back in their home countries. Ariela Peralta, a human rights lawyer from Uruguay, reported on the work she has done to educate Uruguay’s elected officials about human rights since returning from her 2004-05 Humphrey Fellowship year at American University’s International Legal Studies Program. She says, “I had a lot of experience on the front lines, but the Hubert Humphrey Fellowship gave me a unique opportunity. … It helped me not only to help Uruguay but also to help other people relate to my own vision.”

U.S. Student Program Expands
More than 500 recent graduates worked with young people in classrooms and communities through the Fulbright English Teaching Assistant Program. In 2009, this high-impact component of the Fulbright Program expanded to many new countries, including Armenia, Azerbaijan, Bangladesh, Cameroon, Georgia, Greece, Jordan, Macedonia, Malta, Moldova, Nepal, Norway, Peru, South Africa and Sri Lanka.

In addition, more than 1,000 graduating seniors and young professionals received Fulbright research or study grants in 125 participating countries. The program received the highest number of applications in its history and awarded an all-time high number of grants.
Educating Global Citizens

IIE is a leader in increasing the number and diversity of Americans studying overseas, encouraging study in places of growing strategic importance to the United States, and helping students gain skills to succeed in a global economy and interconnected world.

By administering some of the world’s most prestigious and innovative scholarship programs, the Institute is providing talent from around the world with access to leading institutions of higher education and the international experience that is critical to success in the 21st century workplace. These programs are vital in promoting international dialogue and mutual understanding. They provide opportunities for international students to study in the U.S. and other countries and promote study abroad for U.S. students, especially those who may lack the financial means. Central to achieving these goals are the Benjamin A. Gilman International Scholarships, administered on behalf of the U.S. Department of State, and the David L. Boren Scholarships, administered on behalf of the National Security Education Program.

During the past year, IIE assisted in identifying scholarship recipients for two pioneering global institutions, King Abdullah University of Science and Technology (KAUST) in Saudi Arabia and NYU Abu Dhabi in the United Arab Emirates. Through IIE’s global network of offices, the Institute conducted targeted outreach to award scholarships to world-class, talented students, enabling them to join the inaugural classes at these institutions.
IMPACT: Attaining Critical Language Skills

A David L. Boren Scholarship is helping Dartmouth engineering student Ian McKay study Russian at Novosibirsk State University in Russia to attain language skills that will enable him to work with international colleagues. McKay participated in a climbing trip with the school’s tour club (left) in a Kazakhstan mountain range.

David L. Boren Scholarships and Fellowships

Having citizens who are more proficient in the world’s languages and cultures is critical to U.S. interests. With funding from the National Security Education Program, in 2009 IIE awarded 130 Boren Scholarships to undergraduate students and 100 Boren Fellowships to graduate students. They studied strategically important languages while adding international components to their education in 50 countries in Africa, Asia, Central and Eastern Europe, Eurasia, Latin America and the Middle East.

Whitaker International Fellows and Scholars

Biomedical engineering (BME) is critical to advancing world health. The Whitaker Program enables U.S.-based future leaders in the field at graduate and post-doctoral levels to advance their careers through year-long grants. In 2009, IIE provided 20 fellowships and scholarships, initiating and enhancing links between home and host institutions to advance international collaboration in BME and create a generation of globally oriented leaders in the field.

Global Engineering Education Exchange

International experience is crucial for engineers entering the rapidly changing research and industrial marketplace. Now in its fifteenth year, Global E² is a pioneering consortium that enables engineering undergraduates to study abroad at one of 85 participating universities in 17 countries. In 2009, IIE placed more than 200 students at host universities, including some industrial and research internships in technical fields. Students spoke on a panel (left) at the Global E² annual conference at Drexel University.

English for Heritage Language Speakers (EHLS)

EHLS, funded by the National Security Education Program and administered by the Center for Applied Linguistics, in cooperation with IIE, is an intensive English language program for professionals whose native language is Arabic, Chinese, Pashto, Dari, Farsi, Urdu, Hausa, Igbo, Somali or Swahili. In 2009, 28 EHLS Scholars completed the program at Georgetown University.

IMPACT: Researching Petrodollar Influence in Brazil

Through a Gilman International Scholarship, Michael Gaston studied in Brazil for six months and completed his undergraduate senior thesis on the influence of petrodollars in community development. He took courses at two Brazilian universities, attended cultural events and interviewed Brazilian leaders for his thesis. Gaston says, “The immersion I experienced living with a loving host family helped me become fluent in Brazilian Portuguese, appreciate the values ... of Brazilian people, and understand how my values are similar and universal to people beyond the United States.”

Gilman Scholarships Increase Diversity of U.S. Students Studying Abroad

Preparing for an increasingly global economy and interdependent world, the Institute has made it a priority to expand opportunities for diverse American students and undergraduates in financial need to study abroad. The Benjamin A. Gilman International Scholarship Program, funded by the U.S. Department of State and administered by IIE, has made a dramatic impact in this area by awarding more than 6,400 scholarships since its inception in 2001. IIE proactively recruits applicants from groups of students traditionally underrepresented in study abroad. These include ethnic minority students, STEM field majors (science, technology, engineering and mathematics), students with disabilities, and those at community colleges. More than 80 percent of Gilman recipients study a foreign language while overseas. In 2009, the program received 4,100 applications, a 31 percent increase over the previous year. Out of 1,700 Gilman scholarships awarded in 2009, more than half went to African-, Hispanic- and Asian-American students, which significantly exceeds their percentage in the overall U.S. study abroad population.
Preparing the next generation to lead and succeed

Driving Innovation in Higher Education in the Middle East

Bringing the World’s Most Talented Future Scientists and Researchers to KAUST
Since May 2007, IIE has worked with leaders at King Abdullah University of Science and Technology in Saudi Arabia to identify outstanding students globally to receive scholarships to pursue advanced degrees in science, technology and engineering. KAUST’s first 368 students come from more than 46 countries. They are studying in 11 fields, including applied mathematics and computational science, earth sciences and engineering, and mechanical engineering. As a graduate level research university, KAUST is dedicated to inspiring a new age of scientific achievement that will benefit the region and the world.

Outstanding Students for a New Paradigm of Global Education at NYU Abu Dhabi
IIE is working with New York University to find the first cohort of scholarship recipients for NYU Abu Dhabi. A total of 100 of the finest graduating high school students from around the world are being chosen to join the inaugural freshman class when the new campus opens in the fall of 2010. This endeavor strengthens and advances IIE’s goal of opening minds to the world by establishing a unique intellectual community that brings together students of different backgrounds, builds their leadership capacity, and develops truly global citizens.
Managing Corporate Scholarships

IIE works with corporations and foundations to provide scholarships to talented individuals from around the world to study abroad in specialized fields that will build a skilled workforce in their home countries and contribute to local community development.

**GE Foundation Scholar-Leaders Program**
The program supports outstanding students who are financially disadvantaged or underrepresented in higher education geographically, ethnically or by gender to realize their potential through practical training and leadership development. On behalf of the GE Foundation, IIE awarded scholarships in business management and engineering to 239 Scholar-Leaders in 14 countries worldwide.

**Baker Hughes Scholars Program in Angola**
More than 80 Angolan undergraduate students have received scholarships from the Baker Hughes Foundation to study science, business and engineering at Angolan universities. In line with the Foundation’s belief that education plays a critical role in the country’s future, the program provides internship opportunities at Baker Hughes in Angola.

**Alcoa Foundation Technical Education Support Program in Russia**
With support from the Alcoa Foundation, IIE administered 88 fellowships for students and faculty at three Russian universities for research and teaching in the fields of engineering, automation and material sciences. As part of the program, each host university received grants to purchase classroom and laboratory equipment.

**ExxonMobil Scholars Programs**
Working with 14 countries in the Middle East and North Africa, Indonesia and Russia, ExxonMobil partners with IIE to find and develop the brightest minds in engineering, geosciences, business and related fields. IIE identifies men and women who are technically outstanding and culturally adept, multilingual and globally minded. The goal is to prepare the next generation of leaders who will shape their home communities and nations.

**IMPACT: Investing in the Families of Employees**
IIE helps the Mattel Children’s Foundation provide scholarship assistance globally to the children of Mattel employees. This program enabled Poh Lee Chern to study engineering at the Malaysia University of Science.

**IMPACT: Investing in Higher Education Opportunities**
A student in the United States was among the nearly 200 individuals who benefited from Mattel Global Scholarships in 2009.

“...The scholarship was helpful in that it provided further financial assistance during a time when I didn’t know if I could remain in school. … In this sense, I got reassurance that I could complete my academic program.”

— Jennifer Gore, U.S.

**Advancing Education for Children of Employees**
For more than 35 years, IIE has partnered with companies and their foundations to manage scholarships for children of employees to study in higher education institutions worldwide. These scholarships allow multinational companies to attract and retain key international staff by providing enhanced benefits across their domestic and international workforce. They are an important tool for global companies to demonstrate their commitment to education and invest in the families of their employees.

In 2009, IIE partner corporations included:
- Chevron Corporation with 338 scholarships in 23 countries.
- GE Foundation with 274 scholarships in 15 countries.
- Mattel, Inc. with 193 scholarships in seven countries.
Developing Leaders

Building leadership skills and enhancing the capacity of individuals and organizations to address local and global challenges constitute a vital part of IIE’s mission. The long- and short-term training programs arranged by the Institute connect students and professionals with peers and colleagues around the world to gain the skills and international perspectives they will need to forge solutions to global challenges.

In 2009, IIE strategically expanded programs to build leadership skills among women from underserved communities, teachers from the U.S. and abroad, and youth in key regions of the world. Training, study tours and workshops conducted by IIE empower these future leaders to have an impact on their communities and the world.

Through the International Visitor Leadership Program (IVLP), sponsored by the U.S. Department of State and administered by IIE, a growing number of current and emerging foreign leaders were able to participate in carefully designed short-term visits to the United States. These visits reflect the international visitors’ professional interests and support the foreign policy goals of the United States.

IIE enhances knowledge and skills by identifying and bringing together high-potential international students, arranging U.S. study visits for leaders in public service, and educating specialists at home and abroad.
IMPACT: Microinsurance Innovation Facility Technical Assistance Fellowship Program

In 2009, 12 insurance professionals were selected for this new fellowship program, sponsored by the International Labor Organization (ILO) and administered by IIE. The Fellows are using their expertise on six- and 12-month assignments in developing countries, including Benin, El Salvador, Guinea, India, Kenya, Mexico, Nicaragua, Peru, Sri Lanka and Uganda, to create innovative approaches to improve insurance products for low-income markets. ILO Fellows (left) take part in training on health micro-insurance on Comoros Island.

Alcoa Foundation’s Conservation and Sustainability Fellowship Program

Marking this signature program’s sixth anniversary, 90 Fellows in 31 countries worked with local universities and organizations to conduct research on conserving fragile ecosystems, mitigating climate change, and developing recommendations to integrate sustainability practices into public policy.

International Visitor Leadership Program (IVLP)

In 2009, in partnership with the U.S. Department of State, IIE arranged 370 study tours in the U.S. for more than 2,100 current and emerging leaders worldwide for the International Visitor Leadership Program. Participants met with their U.S. counterparts to discuss civic activism, public health, human rights, climate change and renewable energy and participated on a wide range of projects such as Promoting Tolerance Through the Arts, Biofuels Development and Cooperation, and Jury Systems in the United States.

Giving Teachers a World View

IIE makes it possible for U.S. teachers to bring a new awareness of global issues home to their students. Professional study tours enable teachers to travel overseas to learn about other cultures, interact with educators from host countries, and build links with host institutions in order to deepen their students’ knowledge of the world.

- The Korean Studies Workshop for American Educators, funded by the Korea Foundation, brought 60 secondary school social studies teachers to Korea to enrich their classrooms with knowledge of Korean history, culture and society.

- As the pilot initiative for a new bilateral teacher exchange program on Education for Sustainable Development (ESD), 30 teachers from the U.S. and Japan participated in the Conference on Best Practices in ESD in Portland, Oregon. The project was sponsored by Fulbright Japan, with funding from the U.S. Department of State and the Japanese Ministry of Education, Culture, Sports, Science and Technology. Participants shared their experiences introducing Education for Sustainable Development into the classroom and visited local ESD-focused schools.

- Through the Toyota International Teacher Program, sponsored by Toyota Motor Sales, U.S.A., 29 secondary educators traveled to the Galapagos Islands and 25 went to Costa Rica to study environmental stewardship from biological and ecological perspectives. Back home, they engaged their students in developing solutions to local and global environmental problems.

“Participating in the Toyota International Teacher Program gave me a better perspective of global issues… I cherish the opportunity to continue working with the U.S. and Galapagueño educators in teaching the next generation about environmental stewardship… Equally rewarding was establishing a partnership with teachers in the Galapagos to exchange student work and ideas.”

— Maureen Barrett, Toyota International Teacher Program
Empowering Women Worldwide

The Institute is committed to providing leadership training to underserved groups. Increasing women’s effectiveness as leaders in the public and private sectors is critical to achieving wide-scale gender equity around the world.

- In 2009 alone, Women in Technology (WIT) impacted the lives of more than 2,500 women in the Middle East and North Africa (MENA). With funding from the U.S. Department of State and Microsoft, and in collaboration with local partners in nine countries, IIE helped 60 women’s organizations provide business planning, professional development and information technology skills to women in their communities. Since 2005, WIT has trained more than 7,000 women in the MENA region through its unique model of private sector and government collaboration.

- IIE organized the 10,000 Women Leadership Academy in New York City as an administrative partner for the Goldman Sachs 10,000 Women initiative. The Academy brought together academic and nonprofit partners, business leaders and policymakers to share best practices in training women from developing countries in business and management skills. The goal is to prepare them to start businesses leading to job growth for themselves, their families and their local communities.

- Through the Leadership Development for Mobilizing Reproductive Health program, funded by The David and Lucile Packard Foundation, IIE has supported leaders working to improve reproductive health services in Ethiopia, India, Nigeria, Pakistan and the Philippines. In 2009, the program focused on building leadership training capacity in each country. In Pakistan, IIE developed master trainers who prepared hundreds of individuals to increase women’s access to reproductive health.

- Sponsored by Susan G. Komen for the Cure, the Global Initiative for Breast Cancer Awareness trained 200 participants in the Course for the Cure in Latin America, Eastern Europe, the Middle East and North Africa. With USAID support, the Global Initiative expanded to implement the Course for the Cure in Egypt in partnership with local organizations. The course trains women to perform community assessments and advocate for breast health and cancer awareness. In 2009, the program launched a community grants initiative that supported 37 innovative and collaborative projects, many of which were leveraged with financial support from local organizations in the host countries.
IMPACT: Bridging Communities and Building Peace

IIE presented the fifth annual Victor J. Goldberg IIE Prize for Peace in the Middle East to Nimrod Goren (center left), director of the Young Israeli Forum for Cooperation, and Hakam Jadallah (center right), Director of the Palestinian Youth Forum for Cooperation, for their joint initiative, Fresh Start. Their work develops the leadership capacity of young Palestinian and Israeli professionals to address conflict and find ways to take collective action for a better, more peaceful future. The award honors the outstanding work of an Arab and Israeli, working together to advance the cause of peace in the Middle East.

Ibrahim Leadership and Dialogue Project

The Ibrahim Family Foundation and IIE partnered to launch a program bringing eight U.S. undergraduate students of diverse backgrounds and faiths to the United Arab Emirates, Jordan and Israel for first-hand experience with interfaith dialogue in the region. Back home, the students started projects encouraging intercultural dialogue on their campuses.

Advisers on Emerging Markets in Jordan

With support from USAID/Jordan, eight current students and recent graduates of M.A. and M.B.A. programs in the U.S. began 10-month assignments in Jordan. The goal is for the U.S. advisers, using their industry training and management skills, to build the business capacity of organizations throughout Jordan.

Workforce Readiness Scholarship Program

IIE partnered with BP Libya Limited, Petro-Canada and ExxonMobil on the Libya National Oil Corporation’s Workforce Readiness Program to develop a new generation of future leaders in the country’s oil industry. Nearly 100 Fellows were provided with intensive English language instruction and scholarships to pursue master’s degrees in the United States or the United Kingdom.

Russell Berrie Fellows in Interreligious Studies

Sponsored by the Russell Berrie Foundation, 20 Fellows, to date, have received support for graduate studies in theology and interreligious studies at the Pontifical University of St. Thomas Aquinas (Angelicum) in Rome. Russell Berrie Fellows traveled to Israel in the summer to meet with leaders of diverse faiths to advance dialogue on interreligious initiatives and discuss interfaith partnerships.

Cultivating a Culture of Youth Leadership in the MENA Region

IIE believes that young minds are critical to bringing creative solutions and new energy to the complex challenges facing our world. Through leadership programs that engage students from schools, youth centers and undergraduate institutions in the Middle East and North Africa, IIE helps young people develop their leadership styles and prepares them for civic involvement and conflict resolution.

With support from the U.S. Department of State, 300 students from preparatory and secondary schools benefited from the Youth Enrichment for Leadership Learning and Action Program (YELLA). The students joined in group activities that improved their self-confidence and empowered them to take action by working on community service projects with their peers.

Sixty undergraduate students from national universities in Egypt participated in the Discovery Leadership and Service Learning Program, a semester-long initiative sponsored by the Ford Foundation and the Stuart Foundation. The students have since started clubs and organizations at their universities and communities.

USAID Peace Scholarships for Middle East and North Africa

IIE administered 47 scholarships in partnership with World Learning to enable undergraduate students from Algeria, Egypt, Jordan, Lebanon, Morocco, Oman, West Bank and Gaza, and Yemen to study in the United States. As part of their U.S. programs, the students participated in two leadership institutes and worked on community service projects.

Travel and Learning Funds

IIE provides Travel and Learning Fund services to various sponsors, including the Ford and Hewlett Foundations, to enable individuals to take part in international conferences, workshops and study tours. In 2009, IIE began working with the Christensen Fund to provide travel grants that helped participants go to Anchorage, Alaska, for the Indigenous Peoples’ Global Summit on Climate Change and to Cusco, Peru, for a training program on potato cultivation for economic development.
Providing Emergency Assistance to Scholars

Rescuing scholars facing persecution in their home countries has been a critical part of the Institute’s work since its founding in 1919. Thanks to the visionary leadership of several IIE trustees and the creation of an endowment in 2002, rescuing threatened scholars and protecting academic freedom are now a permanent part of IIE’s work. In the past seven years, with the generous support of innovative philanthropists such as the Open Society Institute, the Scholar Rescue Fund has awarded more than 450 fellowships, including renewal grants, to rescue academics from 42 countries. The Program’s ultimate goal is for scholars to return to their home countries or region when they can safely continue their academic work.

In 2009, SRF awarded 150 grants to 97 scholars from 15 countries. SRF’s Iraq Scholar Rescue Project provided safe haven for 65 of these scholars. The Project was funded with increased support from the U.S. Department of State’s Bureau of Near Eastern Affairs and the continued generosity of the Bill & Melinda Gates Foundation, the Richard Lounsbery Foundation and individual donors. The Project aims to preserve the intellectual capacity of Iraq by enabling threatened scholars to continue their academic work in safe locations, then to seek ways to help them return home or continue to contribute to academic life in Iraq from outside the country.

The Scholar Rescue Fund expanded its Iraq activities in 2009 to include professional development training for Iraqi scholars in Amman, Jordan; an e-learning project videotaping lectures by Iraqi scholars outside the country for distribution to universities within Iraq; and funding for Iraqi scholars to attend academic conferences worldwide. The majority of SRF scholars from Iraq are placed in Jordan, thanks to the generous support of Jordan’s Royal Family.

Countries hosting threatened scholars in 2009: Australia | Bahrain | Canada | Côte d’Ivoire | Egypt | France | Greece | Japan | Jordan | Lebanon | Malaysia | Netherlands | Norway | Senegal | South Africa | Syria | Ukraine | United Arab Emirates | United Kingdom | United States

**IMPACT: A Voice for Change**

In 2006, a scholar and professor of religious studies from Zimbabwe published several politically controversial articles criticizing the ruling party. These were condemned by his home institution and led to police interrogations and threats to his family. Following Zimbabwe’s elections in 2008, the professor was informed that his name appeared on a list of people to be assassinated for opposing the government. After going into hiding, he learned that his home had been burned to the ground. In March 2009, he was awarded a Scholar Rescue Fund Fellowship and joined the faculty of a university in Pennsylvania.

The scholar’s identifying information has been withheld for reasons of safety and confidentiality.
To help communities move toward positive social change and equitable development, the Ford Foundation International Fellowships Program provides opportunities in higher education for leaders from excluded social groups.

**IMPACT: Directing Community Development in Chile**

Marcel Gutiérrez Castro (below) is an Aymara Indian from Putre, Chile, a region where nearly a quarter of the indigenous population lives in poverty. With help of an IFP fellowship, she received a master’s degree in environmental management and policy from the Carlos III University of Madrid. As a deputy mayor and director of community development in Putre, Castro is addressing the needs of the 14 villages that make up her town.

**IMPACT: Conserving Wildlife in China**

Wang Ximin received an IFP fellowship to attend the University of Wisconsin-Stevens Point, where he earned a master’s degree in environmental education. Upon returning to China, he organized a bird-a-thon to raise funds for conservation and education. Today, he is working on a nationwide education effort to conserve China’s bird populations and their habitats.

**Advancing Social Justice**

For the past decade, the Ford Foundation International Fellowships Program (IFP) has sought to increase access and equity in higher education, while building the leadership abilities of a new generation of transformational leaders. IFP awards scholarships for post-graduate study to individuals from marginalized and excluded communities in Africa, the Middle East, Asia, Russia and Latin America.

To date, 3,836 men and women have been selected for IFP fellowships from approximately 72,000 applicants. Fellows have earned master’s or doctoral degrees at 545 universities in 45 countries. The broad range of disciplines studied reflects their concerns in social and environmental justice. More than 80 percent of IFP’s 2,409 alumni are now living and working in their home countries and regions.

**Strengthening Human Rights**

With support from the Ford Foundation, the Swedish International Development Cooperation Agency and other donors, IIE’s International Human Rights Internship Program (IHRIP) works to strengthen human rights organizations through providing resources and training and facilitating staff exchanges.

In 2009, with support from the Food and Agriculture Organization of the United Nations, IHRIP produced a guide on how to analyze government budgets to advance the right to food. IHRIP also sponsored a 10-day course in Buenos Aires for Latin American civil society groups on human rights budget work.
More than 640 staff members in a global network of 32 offices and representatives around the world help IIE in its mission of serving students, scholars, and exchange visitors worldwide through innovative programs and services that prepare individuals to become leaders in their fields and societies. The Institute's global network includes 32 offices and representatives around the world. The following list provides a brief description of each office:

**IIE Worldwide Offices**

- [www.iie.org/worldwide](http://www.iie.org/worldwide)

**United States**

- **IIE/Global Headquarters**
  - New York City
  - [www.iie.org/newyork](http://www.iie.org/newyork)
  
- **Council for International Exchange of Scholars – CIES**
  - Washington, DC
  - [www.cies.org](http://www.cies.org)

- **IIE/DC**
  - Washington, DC
  - [www.iie.org/washingtondc](http://www.iie.org/washingtondc)

- **IIE/Midwest Regional Center**
  - Chicago
  - [www.iie.org/chicago](http://www.iie.org/chicago)

- **IIE/Rocky Mountain Regional Center**
  - Denver
  - [www.iie.org/denver](http://www.iie.org/denver)

- **IIE/Southern Regional Center**
  - Houston
  - [www.iie.org/houston](http://www.iie.org/houston)

- **IIE/West Coast Regional Center**
  - San Francisco
  - [www.iie.org/sanfrancisco](http://www.iie.org/sanfrancisco)

**International**

- **IIE/China**
  - Beijing
  - [www.iie.org/beijing](http://www.iie.org/beijing)

- **IIE/Hong Kong**
  - [www.iie.org/hongkong](http://www.iie.org/hongkong)

- **IIE/Europe**
  - Budapest
  - [www.iie.org/budapest](http://www.iie.org/budapest)

- **IIE/Ethiopia**
  - Addis Ababa
  - [www.iie.org/addisababa](http://www.iie.org/addisababa)

- **IIE/India**
  - New Delhi
  - [www.iie.org/newdelhi](http://www.iie.org/newdelhi)

- **IIE/Indonesia**
  - Jakarta
  - [www.iie.org/jakarta](http://www.iie.org/jakarta)

- **IIE/Latin America**
  - Mexico City
  - [www.iie.org/mexicocity](http://www.iie.org/mexicocity)

- **IIE/Middle East and North Africa**
  - Cairo
  - [www.iie.org/cairo](http://www.iie.org/cairo)

- **IIE/Russia**
  - Moscow
  - [www.iie.org/moscow](http://www.iie.org/moscow)

- **IIE/Southeast Asia**
  - Bangkok
  - [www.iie.org/bangkok](http://www.iie.org/bangkok)

- **IIE/Ukraine**
  - Kyiv
  - [www.iie.org/kyiv](http://www.iie.org/kyiv)

- **IIE/Vietnam**
  - Hanoi
  - [www.iie.org/hanoi](http://www.iie.org/hanoi)
Regional Educational Advising Coordinators (REACs)

www.educationusa.info

Western/Central Africa
Accra

Eastern/Southern Africa
Johannesburg

Middle East/North Africa
Rabat

China/Taiwan/Hong Kong/Mongolia
Beijing

Northeast Asia/Pacific
Tokyo

Europe
Budapest

Europe/Eurasia
Kyiv

Europe/Central Asia
Ankara

South Asia
Lahore

India
Mumbai

Mexico/Central America/Caribbean
Mexico City

South America/Andean Region
Lima

South America/Southern Cone
Rio de Janeiro

REACs, through oversight and funding from the U.S. Department of State, serve as a resource on educational systems and exchanges. They provide assessment, direction and training to a regional network of EducationUSA advising centers.

IIE Office
IIE Partner Office
REAC
IIE Office and REAC
Internationalizing Higher Education

IIE strengthens and links institutions, conducts research on student mobility to inform educational policy, and provides opportunities for joint learning and exchange of ideas, leveraging its worldwide network of experts and leaders in higher education. Through conferences, study tours and forums for higher education leaders, IIE brings leaders and educators together to engage students in international research and learning that will improve their knowledge of the world.

In 2009, IIE launched partnerships with the Carnegie Corporation of New York, the U.S. Department of Education’s Fund for the Improvement of Postsecondary Education and the Qatar Foundation to undertake new research, develop strategic higher education links, and engage leaders in dialogue on the role of higher education institutions as incubators of innovation, workforce development and international discourse.

In collaboration with the United States-Indonesia Society, IIE led a delegation of 33 U.S. higher education leaders to Indonesia to explore new opportunities under the planned U.S.-Indonesia Official Bilateral Partnership.

The Institute continued to help educators worldwide build effective international programs through the IIE Network, adding more than 100 members to its association of more than 1,000 colleges, universities and international exchange agencies around the world. In addition, IIE publications, conferences and workshops provided new opportunities for the international academic community to share best practices and build effective international programs. These initiatives and those highlighted in the following pages underscore the importance of international collaboration in higher education.
**IMPACT: Students Benefit From International Initiatives**

Students at the Universidad de Monterrey benefit from a comprehensive internationalization program for which the campus won a 2009 IIE Andrew Heiskell Award.

**Innovative Initiative to Classify Higher Education Institutions In the MENA Region**

IIE received support from the Carnegie Corporation of New York to develop a system for classifying higher education institutions in the Middle East and North Africa using a range of key academic and research indicators, including institutions’ internationalization efforts.

The project’s primary goal is to develop a new classification system to encourage linkages with the global higher education community and to provide a deepened understanding of the region’s diverse range of institutions. Potential sites for the pilot phase include Egypt, Jordan, Lebanon, Morocco, Qatar, Saudi Arabia and the United Arab Emirates.

**Expanding Access to Ph.D. Programs in Hong Kong**

IIE mobilized its network of international offices to promote the Hong Kong Research Grants Council’s Hong Kong Ph.D. Fellowships Scheme, sponsored by the government of Hong Kong. By enabling outstanding students from around the globe to pursue doctoral studies, the program is helping Hong Kong reach its goal of becoming a major regional hub for research.

**Supporting the Qatar Foundation’s Global Dialogue on Education**

IIE joined with the Qatar Foundation to convene leaders and decision-makers from around the world to address major educational challenges and explore innovative solutions. IIE played a leading partnership role in developing the Foundation’s first World Innovation Summit for Education (WISE) in Doha, Qatar.

**Promoting Best Practices**

At IIE’s Annual Best Practices in International Education Conference, held in New York City, the Institute presented the 2009 IIE Andrew Heiskell Awards to Champlain College, Clemson University, Indiana University-Purdue University Indianapolis, the University of Kansas, Universidad de Monterrey and Scottsdale Community College. The winners were recognized for study abroad, international partnerships and internationalizing the campus.

**Enhancing Professional Development Through Fulbright**

IIE works with Fulbright Commissions and the U.S. Department of State to arrange professional development for higher education administrators and to strengthen educational ties between the United States and other countries.

In 2009, IIE coordinated weeklong U.S. study tours for the German and Finnish Fulbright Commissions for a first-hand look at graduate, continuing and adult education.

The Russian International Education Administrators Program sent a group to the U.S. for three months to learn how to better assist Russian students in overseas academic placement, language training and cross-cultural communication.

The International Education Administrators Program, coordinated by IIE’s Council for International Exchange of Scholars, introduced U.S. participants to higher education systems in Japan, Korea and Germany. In each country U.S. administrators met with higher education officials and visited university campuses.
Promoting the U.S. as a Study Destination

On behalf of the U.S. Department of State, IIE administers the Regional Education Advising Coordinators (REACs) program. In 2009, IIE supported 13 REACs who provided training and guidance to advisers in more than 400 EducationUSA centers worldwide. EducationUSA advisers provide prospective international students with comprehensive, objective and timely information about studying in the United States.

IIE held its annual U.S. Higher Education Fair series in six countries and 11 cities across Asia, the region sending the most students to the United States. More than 10,000 prospective students, parents, educators and media representatives attended the fairs. Over 150 U.S. institutions took part in the series, getting face-to-face contact with growing numbers of well-prepared students eager to study in the United States.

Improving Access to Higher Education in Africa

With Ford Foundation support, IIE’s scholar division, the Council for International Exchange of Scholars (CIES), and IIE’s Middle East and North Africa (MENA) office convened the African Higher Education Collaborative. The project brings scholars from Egypt, Kenya, Nigeria and South Africa together to identify strategies for improving access to higher education in Africa. The work will result in a book and website which draw on two years of research and collaboration to provide resources to higher education leaders throughout Africa and beyond.

IIE Creates Center for International Partnerships In Higher Education

In 2009, IIE launched the Center for International Partnerships in Higher Education to help colleges and universities develop and sustain institutional partnerships with counterparts around the world. With support from the Department of Education’s Fund for the Improvement of Postsecondary Education (FIPSE), the Center will focus in 2010-2011 on India and China. The Center’s diverse resources include:

- Leading delegations of U.S. higher education leaders to countries where they are seeking partnerships.
- Organizing U.S. study tours for higher education administrators and experts worldwide to enrich their understanding of the U.S. higher education system.
- Providing advice and liaison services through IIE’s network of international offices and partners.
- Collecting and disseminating best practices in developing institutional linkages and programs.
- Convening conferences and symposia of international educators and other leaders in the field.
- Providing services to newly established academic institutions around the world.
Celebrating 60 Years of Open Doors

Supported by the U.S. Department of State since 1972, the Open Doors Report on International Educational Exchange is the only comprehensive data source on 60 years of international student flows into and out of the U.S. According to Open Doors 2009, there were 671,616 international students at U.S. higher education institutions in 2008/09, an all-time high and more than 26 times the 1948/49 total. Also, U.S. students abroad are at a record high of 262,416.

White Papers on Promoting U.S. Study Abroad

The Institute published three new white papers in its policy research series, Meeting America's Global Education Challenge, on the topics of study abroad in science and technology fields, U.S. study abroad in the Arab world, and expanding study abroad capacity at U.S. colleges and universities. IIE launched the series in 2007 to examine whether U.S. campuses have the resources to prepare and send more of their students abroad and if overseas campuses have the capacity to host them.

Breaking New Ground in U.S.-European Survey

With support from the EU-U.S. Atlantis Program of the U.S. Department of Education’s Fund for the Improvement of Postsecondary Education (FIPSE), IIE conducted a pioneering survey on the emergence of international joint and dual degree programs and published a book to showcase models for strengthening institutional partnerships between the U.S. and Europe.

Highlighting Student Mobility Trends Worldwide

With U.S. State Department support, IIE worked with organizations representing 17 countries to expand the Project Atlas website and networks. The project tracks global student mobility in higher education, encouraging collaborative research and data sharing. In 2009, in collaboration with the African Network for Internationalization of Education (ANIE), IIE conducted a workshop in Kenya on best practices for collecting student mobility data.
IIE’s Regional Centers bring international programs to U.S. communities through public education programs, high-profile international visitors and information on academic opportunities abroad.

Connecting With Communities

The Institute’s U.S. regional centers and offices offer their communities dynamic access to worldwide programs. IIE global headquarters are in New York City, with two large program offices in Washington, DC. Across the country, IIE’s regional centers include the Midwest Regional Center in Chicago, the Rocky Mountain Regional Center in Denver, the Southern Regional Center in Houston and the West Coast Regional Center in San Francisco.

Promoting Citizen Diplomacy

The U.S. offices and regional centers promote international education and citizen diplomacy through professional meetings and school visits informing both visitors and hosts about international affairs and world cultures. IIE centers in Denver, Houston and San Francisco serve as Councils for International Visitors, designing programs for foreign leaders in the U.S. State Department’s International Visitor Leadership Program and arranging cultural activities and home hospitality. The centers also organize enrichment seminars and local programs for foreign Fulbright Students and Scholars in their regions, in addition to offering their communities dynamic and innovative access to worldwide programs.

Chicago
The IIE/Midwest Regional Center assists Fulbright students in all phases of their U.S. experience. In 2009, the office supported three enrichment events, including a program for Fulbright Science and Technology grantees and a seminar for Fulbright students from Afghanistan in Hinsdale, Illinois, featuring home stays and community events.

Denver
In June, the IIE/Rocky Mountain Regional Center hosted the multi-regional International Visitor Leadership Program on Parks, Biodiversity and Ecotourism Management. Participants spent the day with rangers in Rocky Mountain National Park.

San Francisco
The IIE/West Coast Regional Center brought International Visitor Leadership Program (IVLP) grantees to meet with David Michaelis, director of current affairs at Link TV in San Francisco to learn about investigative journalism practices first hand.

Houston
The IIE/Southern Regional Center arranged for Gilman Alumni Representatives Katrina Walker, Uyen Phan, and Robert May to visit Texas Southern University to discuss their experiences abroad as recipients of the Gilman Scholarship Program.
Institute of International Education, Inc.
Statement of Activities
For the year ended September 30, 2009 (in thousands)

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sponsored programs</td>
<td>$333,781</td>
<td>$274,274</td>
</tr>
<tr>
<td>Contributions</td>
<td>26,092</td>
<td>11,253</td>
</tr>
<tr>
<td>Investment return</td>
<td>2,101</td>
<td>(12,321)</td>
</tr>
<tr>
<td>Special events net</td>
<td>534</td>
<td>513</td>
</tr>
<tr>
<td>Other revenue</td>
<td>1,003</td>
<td>870</td>
</tr>
<tr>
<td><strong>Total revenues</strong></td>
<td>$363,511</td>
<td>$274,589</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>International exchange of students and scholars</td>
<td>$283,578</td>
<td>247,797</td>
</tr>
<tr>
<td>Higher education institutional development</td>
<td>33,189</td>
<td>20,232</td>
</tr>
<tr>
<td>Emergency student and scholar assistance</td>
<td>10,621</td>
<td>8,512</td>
</tr>
<tr>
<td>Leadership development educational services</td>
<td>4,543</td>
<td>3,303</td>
</tr>
<tr>
<td>Research and publications</td>
<td>1,648</td>
<td>1,550</td>
</tr>
<tr>
<td><strong>Total program services</strong></td>
<td>$333,579</td>
<td>$281,942</td>
</tr>
<tr>
<td>Supporting services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management and general</td>
<td>7,827</td>
<td>6,778</td>
</tr>
<tr>
<td>Fundraising</td>
<td>1,043</td>
<td>1,103</td>
</tr>
<tr>
<td><strong>Total supporting services</strong></td>
<td>$8,870</td>
<td>$7,881</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$342,449</td>
<td>$289,275</td>
</tr>
<tr>
<td>Increase (decrease) in net assets</td>
<td>$21,062</td>
<td>(14,686)</td>
</tr>
<tr>
<td><strong>Net Assets, beginning of year</strong></td>
<td>$88,939</td>
<td>103,625</td>
</tr>
<tr>
<td><strong>Net Assets, end of year</strong></td>
<td>$110,001</td>
<td>$88,939</td>
</tr>
</tbody>
</table>

Statement of Financial Position
As at September 30, 2009 (in thousands)

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$39,035</td>
<td>$43,562</td>
</tr>
<tr>
<td>Reimbursable expenditures under contracts in progress</td>
<td>16,252</td>
<td>19,610</td>
</tr>
<tr>
<td>Contributions receivable</td>
<td>2,250</td>
<td>10,273</td>
</tr>
<tr>
<td>Investments, at fair value</td>
<td>84,300</td>
<td>75,097</td>
</tr>
<tr>
<td>Prepaid expenses and other assets</td>
<td>11,943</td>
<td>8,295</td>
</tr>
<tr>
<td>Fixed assets, net</td>
<td>22,501</td>
<td>22,311</td>
</tr>
<tr>
<td>Beneficial interests in perpetual trusts held by third parties</td>
<td>2,831</td>
<td>2,878</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$179,112</td>
<td>$182,026</td>
</tr>
<tr>
<td><strong>Liabilities and Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$17,089</td>
<td>$12,476</td>
</tr>
<tr>
<td>Sponsored funds received in advance</td>
<td>37,357</td>
<td>65,597</td>
</tr>
<tr>
<td>Bonds payable</td>
<td>14,665</td>
<td>15,014</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>69,111</td>
<td>93,087</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board designated</td>
<td>5,703</td>
<td>2,500</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>35,194</td>
<td>30,010</td>
</tr>
<tr>
<td><strong>Total unrestricted net assets</strong></td>
<td>40,897</td>
<td>32,510</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>62,746</td>
<td>51,841</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>6,358</td>
<td>4,788</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>110,001</td>
<td>88,939</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>$179,112</td>
<td>$182,026</td>
</tr>
</tbody>
</table>

Consolidation of Affiliate
For fiscal year 2009 (in thousands)

<table>
<thead>
<tr>
<th></th>
<th>IIE Alone</th>
<th>IFF Alone</th>
<th>Consolidated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investments, at fair value</td>
<td>$84,300</td>
<td>$160,753</td>
<td>$245,053</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$179,112</td>
<td>$162,585</td>
<td>$341,423</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>$69,111</td>
<td>$53,690</td>
<td>$119,247</td>
</tr>
<tr>
<td><strong>Unrestricted net assets</strong></td>
<td>$40,897</td>
<td>$ -</td>
<td>$40,897</td>
</tr>
<tr>
<td><strong>Temporarily restricted net assets</strong></td>
<td>$62,746</td>
<td>$108,896</td>
<td>$174,920</td>
</tr>
<tr>
<td><strong>Permanently restricted net assets</strong></td>
<td>$6,358</td>
<td>$ -</td>
<td>$6,358</td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td>$363,511</td>
<td>$24,819</td>
<td>$354,555</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>$342,449</td>
<td>$7,800</td>
<td>$356,199</td>
</tr>
<tr>
<td>Increase (decrease) net assets</td>
<td>$21,062</td>
<td>$(22,981)</td>
<td>$(1,634)</td>
</tr>
</tbody>
</table>

The Institute of International Education, Inc. (“IIE”) is a 501(c)(3) organization. The Institute develops and administers programs of international educational exchange and technical assistance under negotiated contracts with governments, international organizations, corporations, foundations, colleges and universities throughout the United States and abroad. The Institute is exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code.

In February 2001, the Institute created and incorporated the International Fellowships Fund, Inc. (“IFF”) to administer and support the activities of the International Fellowships Program. IFF commenced operations with $275.5 million in funding received from the Ford Foundation. In 2007, the Ford Foundation extended the program with an additional $75 million in conditional funding, of which $45 million has been received through 2009. IFF is a “depleting endowment” (i.e., 100% of the funds will be spent within the life of the grant). The grant is estimated to be fully expended by 2014. IFF is also exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code.

IIE appoints four of the seven IFF board members thereby maintaining controlling interest. In accordance with accounting principles generally accepted in the United States of America, IIE presents a consolidated financial statement including its affiliate (IFF). Some of the consolidated amounts presented in the above table may differ from the sum of IIE plus IFF due to consolidating adjustments.

IIE’s fiscal year commences October 1 and ends September 30. Its financial statements are audited on an annual basis by PricewaterhouseCoopers LLP. A complete copy of IIE’s audited financial statements is available upon request by contacting the Institute of International Education, 809 United Nations Plaza, New York, NY 10017, Tel: (212) 883-8200.
In fiscal year 2009, IIE provided a wide range of services and managed or administered programs for the organizations listed below. In addition to those sponsors and funders named here, IIE is deeply grateful to the 140 foreign governments and the hundreds of colleges and universities across the United States that participate in and contribute to the success of the Fulbright Student Programs, the Hubert H. Humphrey Fellowship Program, and the Fulbright Scholar Programs, along with the sponsoring agency, the U.S. Department of State. We would also like to thank the numerous other institutions and donors that provided various forms of support to other programs administered by IIE in the past year.

**U.S. PRIVATE SECTOR ORGANIZATIONS**

- Acumen Fund, Inc.
- AIQ Foundation
- Alcoa Foundation
- American Airlines
- American Association of Community Colleges
- American Councils for International Education
- American Institute for Foreign Study (AIFS) Foundation
- American Management Association
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- Other scholarship, fellowship, and grant programs (U.S. and non-U.S.) | 4,750
- Federally-funded study abroad programs (U.S.) | 3,000
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Total Participants | 26,750

*Based on approximate number of grantees from October 1, 2008 through September 30, 2009
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Poh Lee Chern, Mattel Global Scholarship grantee, Malaysia
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62 Nobel Laureates

In 2009, IIE was proud to add two more names to its list of Nobel Laureates. Oliver Williamson, a Fulbright Scholar to Italy in 1999, received the Nobel Prize in Economics and Charles K. Kao, an IIE-programmed Distinguished Visiting Lecturer from Hong Kong, was awarded the Nobel Prize in Physics.

This brings to 39 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 16 other IIE administered grantees and 7 of the Institute’s Trustees and advisers. In total, 32 have won in the sciences, 17 in economics, 4 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.