

# Council on International Educational Exchange

**Council International Study Programs**  
**Council Exchanges**  
**Council Travel**

*It is invaluable to discover that there is a whole planet existing outside the world of apple pies and Chevys; real people with real joys and real struggles fill this world, and their language, culture, and stories are every bit as valid and important as our own.*

US College Student, Study Abroad in **France**

**Council**

**Council on International Educational Exchange**  
633 Third Avenue, 20th floor, New York, NY 10017 USA

# Year End Report To Members

**2000  
2001**

**Council**

**Council on International Educational Exchange**



*The program not only showed me how to see what is going on around me, but how to ask questions that get people talking about important issues.*  
US College Student Study Abroad in **Thailand**

## Administrative Offices

**New York**  
**Boston**  
**London**  
**Paris**  
**Berlin**  
**Rome**  
**Madrid**  
**Tokyo**  
**Beijing**  
**Taipei**  
**Wellington**  
**Sydney**

plus Program and Sales Offices Worldwide

## Dear Council Member,

2001 is Council's 54th year in pursuit of its mission, "To help individuals gain understanding, acquire knowledge, and develop skills for living in a globally interdependent and culturally diverse world." The world has changed significantly over the past few decades. The memories of World War II are no longer fresh, and the motivations that gave rise to the formation of Council and similar organizations are somewhat different than the driving forces behind today's mission fulfillment. However, Council's mission today remains as vibrant, important, and meaningful as at any time in our history. The need for all people to understand and experience other cultures as part of a global education—formal and experiential—remains at the core of our activities.

Council is a membership organization. Our members elect a Board of Directors composed of academic, business, and international leaders who have an interest in our mission and our activities (see enclosed list of Board members, with corresponding terms in office). The Academic Consortium is a membership organization comprising all Colleges and Universities that sponsor a Council study abroad program. A separate Academic Consortium Board (ACB) oversees our academic activities. Every member of the Academic Consortium has the opportunity to vote in ACB elections, and the Chair of the ACB is also a member of the Council Board of Directors. As such, the two Boards are linked.

Membership in Council does not require membership in the Academic Consortium, and likewise membership in the Consortium does not require membership in Council. Many institutions and organizations are members of both entities; there are no additional costs involved. Consortium members participating in our study abroad efforts often chose to be Council members as well. Approximately 20 percent of Council members do not participate in the Consortium, because they are not involved with our US-based overseas study activities. Overall, Council governance is designed to be open, inclusive, and transparent. All elections are held by

ballot to maximize participation; more than half of Council's member institutions typically participate in elections.

While Council remains, and will continue to remain, a non-profit, non-governmental organization, our economic model is as a fee-for-service organization. Our small endowment does not support the organization. Thus, while our focus is not on money and profits, we need to be prudent at all times to cover our costs and invest for the future. The Board of Directors approves our annual budgets (both capital and operating) and oversees the finances of the organization as a whole.

In 1998, Council separated its operation into three distinct units: International Study Programs, Exchanges, and Travel. Each of these units is engaged in very different types of activities and it was believed that they would function best with greater operating autonomy, while maintaining linkages to one another through marketing and client relations. Since the Travel Company is a for-profit subsidiary organization (subject to taxes and very different rules for business operations compared with those of our non-profit, mission driven educational units), Council Travel was separated almost completely from our other activities, except for certain "arms-length" joint marketing relationships.

*This year has been and maybe will stay my most amazing, wonderful, dazzling and breathtaking in my life.*

High School student from **Tajikistan**

At the end of 1998, we reported to you that this split of operations had been a great success. However, we also advised that 1998 was a short fiscal year, due to the change in our fiscal year end from December 31 to August 30. Therefore, our elation at the outcome was mitigated by having to wait at least one more year before declaring victory for this operational separation. At the end of fiscal year 1999, we reported to you that we had a banner year, the best in Council's history. Program evaluations, participation, and financial performance were at all-time highs for Council. Our plans were clearly working.

In 1999, as a result of an outstanding year and the economic success of the organization, Council's Board voted to establish an endowment of \$4

million. This endowment was created through our operations and more importantly through the proceeds of the sale of 40% of Council Travel to our European partner in this endeavor, usitWorld, Ltd. These funds have been invested in a long-term financial management account and in the acquisition of space in New York for our ongoing educational activities. Because of our non-profit status, we were able to acquire attractive space in New York with financing at less than 5%. As a result, five years from today we will be paying less rent in New York than we were paying two years ago. Fifteen years from today we will own our own offices, clean and clear—a substantial asset for Council. The rest of the investment account has held its own in a tough stock market, and the Board has developed protocols and procedures for both the management of these funds and the distribution of income, when appropriate, in support of mission-oriented activities.

## Council 2000

A summary of Council's financial position at the end of fiscal year 2000 is contained in this report. Once again, we have experienced a banner year. Fiscal 2000 has been an excellent year for Council by virtue of any measure—program development, enrollments, program quality, and finances. Here are a few highlights:

### **Council International Study Programs**

In our International Study Programs area, we opened or laid the foundation to open a variety of new study abroad programs, including Turkey, India, Senegal, Jordan, and Cuba. At the same time, the ACB has nearly completed round one of the program evaluations of all Council Study Abroad programs; these evaluations are available to members on Council's Web site. Finally, enrollments hit all-time highs, a sure vote of confidence in program quality and operations.

### **Council Exchanges**

Our Exchanges area continued to grow, both in traditional markets like Europe and in the Pacific Rim through our expansion in Australia and New Zealand. In addition, our activity from Latin America has greatly expanded as has our work at the High School Program level. We remain the world's leader in experiential learning programs for college students.

## Council Travel

After a few tough years, Council Travel turned in a record performance for fiscal year 2000. This provided needed capital to stay current with developments in Internet distribution of travel and related technology, which took significant investment and resource commitment during the past year.

Over the last decade, there has been much discussion regarding the fit between Council Travel and Council's other activities. After considerable constructive dialogue throughout the organization, the Board of Directors decided that we should sell the balance of our interest in Council Travel. It is the Board's belief that the commercial nature of this business has moved beyond our core mission over the years. There are also substantial concerns about ongoing structural changes within the travel industry. This decision to sell Council Travel was put to our membership for approval at a Special Meeting held in April, where the sale initiative was approved by more than 90% of all members voting. As promised, once the sale transaction is complete, the funds received will become part of Council's endowment and the assets we use to support the mission of our educational organizations

### Summary

Perhaps most gratifying for many of us is the way in which our work impacts the lives of young people. Throughout this report, you will read students' comments that are typical of those received in our various evaluation surveys. Council touches people at a special developmental stage of their lives, and the lasting and meaningful nature of this contact and programming is the best part of what we do. Our evaluation systems capture these comments, as well as a great deal of additional systematic data, so that we can ensure that quality remains at the core of all our programming.

*The Work Abroad program changed my life.  
I look at things with a fresh, new  
perspective... You'll walk away  
with the experience of a lifetime!*  
College student from **USA**

We are not immune, however, to world conditions. The rising strength of the US Dollar and the falling strength of the Euro and Yen in particular hurt our

Exchanges business. Unrest in the Middle East negatively impacts our programming in that region. While we are hopeful that such problems are temporary—that what goes up comes down, and that peace will come to all parts of the world—we are mindful of these realities throughout our planning and operations. In spite of all the challenges, our projections are that 2001 will be an even better year for Council. We look forward to reporting those results to you in the months ahead.

## Membership Survey

Earlier this year, we conducted a survey of Council member institutions regarding their knowledge of, interest in, and feelings about the organization. We received a record level of response to this survey, and we thank our members for their valuable input. A detailed summary of survey responses can be found on our Web site at <http://www.ciee.org/Membership/index.htm>. There are very few surprises in the survey data. Rather, in many cases the data serves as a reaffirmation of what we would all suspect to be the case.

Below is a short summary of the Council Membership Survey results:

1. Members care most about our Study Abroad and Advocacy efforts. This is the primary reason that institutions and organizations join Council, so these programs are clearly at the core of Council Membership.
2. The third greatest area of interest to Council Members is Outbound Exchange programs—our various Internship and Work Abroad programs for US university students going overseas.
3. There was a high degree of awareness about Council Travel. The Member Proxy for the sale of Council Travel was mailed just after this survey, and the sale was approved by a wide margin. Members clearly support the Board's view that Council's interests are best served by converting this asset into an endowment, irrespective of any historical affection for this activity.

4. Members know very little about our many other Exchange activities: High School, In-bound programs to the United States, and various English-language program activities. In some cases, there is both little knowledge of and little interest in these activities. Given that the core of our membership is US colleges and universities, and that the bulk of these programs serve other nations and cultures, this is not surprising. In the coming year, we will endeavor to help members understand the relationship of these activities to everything else we do, and their importance to our long-term mission fulfillment.

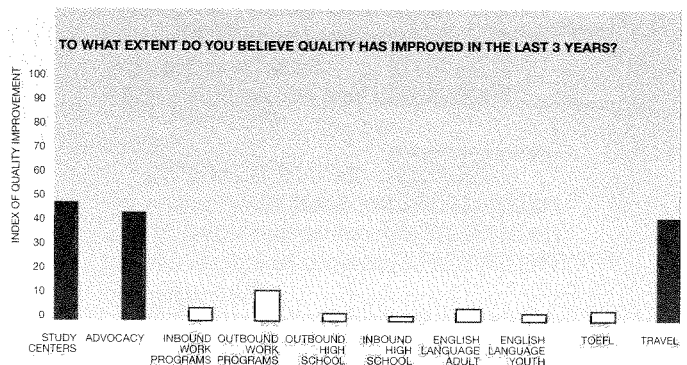
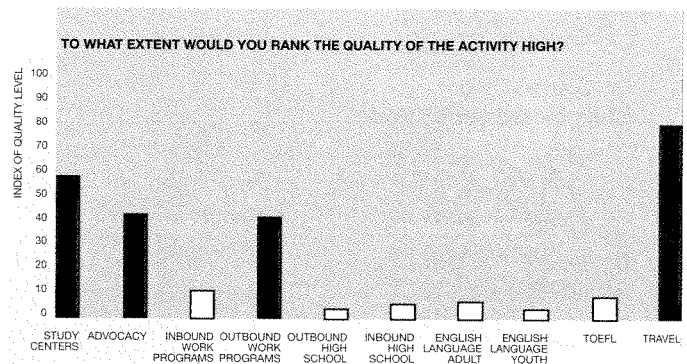
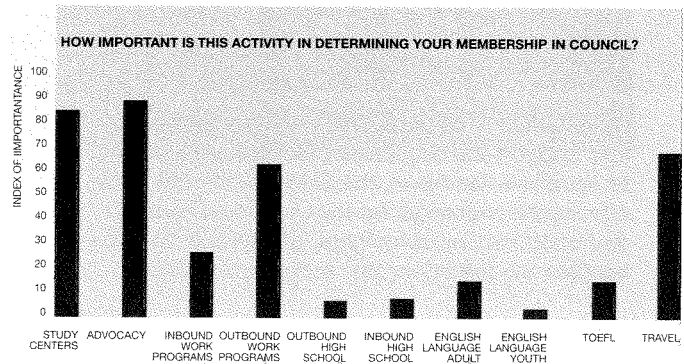
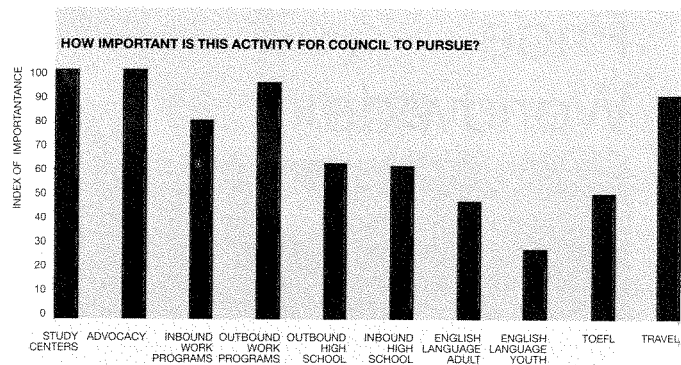
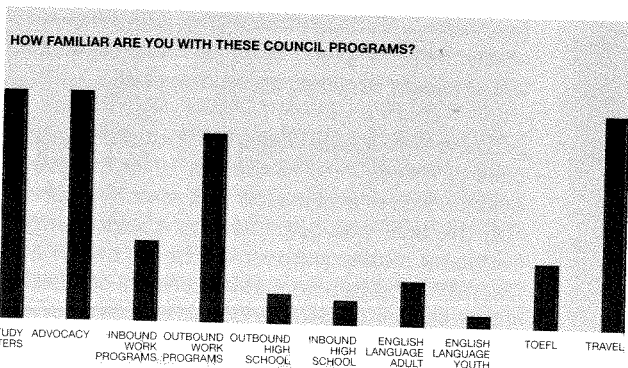
5. Members report that quality across all programs is improving. While we are gratified with this result, we know there is always more to do. The various comments that came with survey responses were helpful in pointing out specific areas of concern.

The charts contained in this report summarize the overall results of the Council Membership Survey. The Board and Council's management were pleased with the high level of response and have found it very helpful as we begin planning for 2002 and for what we now refer to as "Life after Travel." We will surely repeat this process in the years ahead, as well as address areas highlighted in the data we have received.

*Going to Australia on a working holiday was the best decision I have ever made. It gave me such a different perspective on the world and life.*  
College Student on Working Holiday in **Australia**

## Survey Results

a white column indicates the majority of respondents chose "do not know"



# Pride Worldwide

In a world in which global interests and issues are very much at the forefront of our lives and the future of our society, we can't think of a more gratifying opportunity than doing what we do every day. After the sale of Council Travel, our capable, committed, and professional staff will still be more than 450 strong. We have operations throughout the world. We have partnerships with a variety of organizations that are equally committed and professional in their operations and are very much a part of the Council family.

On behalf of all of us at Council, we thank you for your support and suggestions that will help Council to remain a leader in the field of international educational exchange. As always, should you have any questions or comments, please feel free to contact us directly or any member of the staff.

Kindest regards,



Dr. Charles Ping  
Chair, Board of Directors



Dr. Stevan Trooboff  
President and CEO

*This has been a chance of a lifetime for my son and I am so delighted that he has been given such a wonderful opportunity. I can't thank you all enough!*  
High School Year Abroad Parent, **USA**

*Today as a CEO of a Spanish Internet company in Madrid, Spain, I look back on the development of my career and realize that my CIEE experience proved to be a career catalyst.*  
Thank you CIEE.  
US College Student, Study Abroad in **Spain**

# Council by the Numbers

	August 2000	August 1999
Total Assets	\$81,459,510.	\$77,087,207.
Unrestricted Net Assets	\$12,083,914.	\$11,266,971.
Excess of Revenue Over Expenses	\$2,273,425.	\$1,841,092.
No. of US Students Served (non-travel)	7500	6500
No. of Non-US Students Served (non-travel)	60,000	50,000
Travel Transactions Performed Annually	1,000,000+	1,000,000+
Worldwide Educational Companies Staff	400	375
Travel Company Staff	700	650
Council Study Centers - Countries	27	23
Council Study Centers - Programs	57	47
International Faculty Development Programs	18	18
Council Exchanges - Office Locations	11	10
Council Travel - Office Locations	80	75

All numbers except financials are approximate, financial numbers audited.

# Board of Directors

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\* Executive Committee  
(Year) indicates when Board term ends