Mission Statement

“…to promote knowledge of the Middle East in America and strengthen understanding of the United States by the peoples and governments of the region.”
Despite the challenges posed by the ongoing effects of the economic recession, The Middle East Institute forged ahead on its mission to educate and reach out to the public with insightful programs, publications, and information about the Middle East.

Among the highlights of 2009 were:

• Our Annual Conference broke all previous records with more than 700 conference attendees and over 400 present for the banquet. Expanding our reach, the Conference was broadcast on C-SPAN and made available for download via podcast.

• The Institute hosted over 80 events with over 3,000 people in attendance during the year, while our Scholars spoke at 200 events throughout the US and around the world.

• In 2009, someone read an article from the prestigious Middle East Journal once every two and a half minutes either through the MEI website or one of multiple electronic subscription services. This represents an increase of over 50% from 2008.

• MEJ Editor Michael Collins Dunn launched the “Editor’s Blog,” drawing over 42,000 page views in 2009. Its readership hailed from 130 different countries including every country in the Middle East.

• The Publications Department continued to produce high-quality scholarship via our website, www.mei.edu, available free to the public. All told, we published 1,500 pages of innovative scholarship and expert insights through our web publications.

• The Department of Languages and Regional Studies was re-accredited and expanded its programs of intensive language courses, as well as continuing their tutoring program, making language education more accessible for our students.

• Our Leadership Development program fielded hundreds of applications for 70 highly sought-after internships. 2009’s class was filled with highly qualified students from the US as well as Egypt, Israel, Iran, Saudi Arabia, Pakistan, and Turkey.

• MEI established the Center for Turkish Studies, dedicated to independent thinking, innovative research, and analysis about Turkey.

• MEI’s Center for Pakistan Studies carved a unique niche for itself as an invaluable source of information on Pakistan by hosting a wide range of high-ranking Pakistani officials and politicians, as well as prominent scholars.

Even in difficult times MEI continues to work to broaden our reach and expand the breadth of our coverage. Our work relies on our commitment to mutual understanding and the continuing support of those who share a belief in our mission.

Wendy Chamberlin
President
MEI’s Impact in 2009

**MEI’s Reach**

For more than 60 years, MEI has pursued its mission and developed a well-deserved reputation for expertise and balanced analysis. The need for what we offer has never been greater — nor has our impact.

- Reporters increasingly turned to MEI’s Scholars in 2009 for informed analysis of developments in the region. The 24/7 availability of the Communications Department to field media queries and coordinate our experts’ responses has provided added value to MEI’s media relations. MEI scholars were cited more than 2,200 times in print, broadcast media, and blogs worldwide — a 57% increase over 2008.


- In 2009, every two and a half minutes, someone in the world electronically accessed and read an article from The Middle East Journal — a 60% increase in usage over 2008. Online accesses to MEJ grew 125% in the last year as well. The Journal’s online presence expanded even beyond 2008’s record setting year, pushing its readership grow to nearly 100,000 (estimated), an over 50% increase since 2008.

- More than 700 language students of all ages came to MEI in 2009 to learn Arabic, Hebrew, Persian, and Turkish. The number of special intensive weekend courses doubled, and an expanded tutoring program continued to offer flexible language study options to students.

- MEI’s 63rd annual conference, held in November, set another attendance record, with more than 700 attendees. The event drew coverage from 50 US and international media outlets, including live coverage on C-SPAN.

- MEJ Editor Michael Collins Dunn launched the “Editor’s Blog,” which in its first year garnered over 42,000 page views from 130 countries, including every country in the Middle East.
MEI is a catalyst for dialogue, exposing different communities to diverse ideas.

Conferences and Programs

MEI organized over 80 programs in 2009 to shed light on the complex issues of the region, ranging from panel discussions to policy roundtables to MEI’s Annual Conference.

- In 2009, MEI’s series of noon-time programs focused mainly on timely foreign policy issues, including an examination of elections in Iraq, Lebanon, Kurdistan, and Kuwait, security and economic questions in the Gulf, and the crisis in Pakistan and Afghanistan. More than 3,000 people attended MEI events at the Institute. C-SPAN covered four of those events, as did dozens of other US and international media outlets.

- MEI also hosted numerous private briefings and roundtables for select groups. Former Pakistani Prime Minister Pervez Musharraf was welcomed at an MEI reception for corporate donors and diplomats. Al Jazeera Director General, Wadah Khanfar, one of the Arab world’s most influential voices, gave a breakfast briefing about Al Jazeera and the state of Arab media to some 20 guests, including Foreign Policy bloggers Marc Lynch and Blake Hounshell. MEI co-hosted a luncheon for the Qatari Deputy Prime Minister with the US-Qatar Business Council. Other lunches organized by MEI included a private briefing by the Algerian Ambassador for ten corporate donors and US officials. Before leaving to begin his assignment in Riyadh, US Ambassador to Saudi Arabia James Smith briefed a select group of MEI supporters at the Ritz Carlton on US-Saudi relations.

- MEI’s Annual Conference broke all previous attendance records, drawing 400 banquet attendees and more than 700 conference attendees. Keynote speeches were given by Undersecretary for Political Affairs William Burns and former US Ambassador to Iraq and Afghanistan Zalmay Khalilzad. The theme, “Rewriting the Middle East Agenda,” focused on topics key to regional security, including the nuclear crisis in Iran, developing a Gulf security framework, the future of Iraq, and the internal dynamics of the Arab-Israeli peace process. C-SPAN covered the entire conference, part of it live. Fifty other US and international media outlets also attended the conference.
MEI Scholars

Our experts possess decades of experience in the region and help facilitate dialogue through the media by providing informed and balanced commentary.

- MEI has 47 Scholars with expertise on countries and issues ranging from Morocco to Central Asia.

- The Scholars were cited over 2,200 times in 2009 in print, broadcast media, and blogs. They spoke at more than 200 events before audiences of policymakers, military officials, analysts, business professionals, students, and others. These events were held around the country and across the world.

- Scholars extend the debate beyond the Washington, DC Beltway by publishing op-eds in newspapers throughout the world. In 2009, the Scholars published 22 op-eds in publications including the Daily Star of Lebanon, McClatchy Tribune, and The Philadelphia Inquirer, among others.

The Middle East Journal

In 2009, the Publications Department greatly expanded the scope, impact, and diversity of its offerings, reaching broad and diverse audiences around the world. The Middle East Journal (MEJ) continued to rapidly expand its digital presence while maintaining its well-earned reputation for cutting edge and consistently relevant scholarship. The department also launched a new blog this year, written by the Journal’s Editor, Michael Collins Dunn, and released a yearlong series of Special Edition Viewpoints anthologies reflecting on the events of 1979, further expanding MEI’s web presence and dynamism.

- The year saw a dramatic increase in MEJ’s online presence, with increasing use of the Journal’s electronic edition and the first full year of our inclusion in the JSTOR and Project MUSE databases. Electronic-only subscriptions increased 22% over the course of 2009, and usage of the electronic edition shot up 31% in 2009 compared to the previous year. In 2009, MEJ’s electronic edition had over 53,000 significant accesses. The usage of MEJ on JSTOR in 2009, however, was even greater with MEJ articles tally-
ing over 99,000 significant accesses. Overall, MEJ articles had more than 205,000 significant accesses in 2009, representing a 125% increase over 2008 and a 297% increase over 2007. In 2007, every ten minutes, someone in the world electronically accessed and read an article from the Journal. In 2008, this number grew to once every four minutes. And in 2009, this number grew even further to once every two and a half minutes.

• In 2009, we concluded an agreement with Wilson Periodicals, a subscription-based digital journal provider. Along with our previous agreements with JSTOR, Project MUSE, EBSCO, and Proquest, this agreement will further increase the Journal's online presence and ensuing royalties.

• As a result of an overhaul of our circulation and subscriptions systems, targeted marketing campaigns, and sustained subscriber outreach, the Publications Department’s revenues increased by more than 44% in 2009. Strategies are in place to build on this momentum in 2010 and further augment our revenues.

• In 2009, MEI continued to grow its suite of popular online publications: Policy Briefs, Commentaries, Viewpoints, and Encounters. A highlight of this effort was the publication of six Special Editions of Viewpoints focusing on the pivotal events of 1979 in the region. These issues, which drew wide acclaim and thousands of visitors to our website, included: “The Iranian Revolution at 30,” “The Legacy of Camp David, 1979-2009,” “The Islamization of Pakistan, 1979-2009,” “The 1979 ‘Oil Shock’: Legacy, Lessons, and Lasting Reverberations,” “The Kingdom of Saudi Arabia, 1979-2009: Evolution of a Pivotal State,” and “Afghanistan, 1979-2009: In the Grip of Conflict.” We also published numerous Policy Briefs and Encounters on a wide range of topics, including an outlook on Iran’s contentious 2009 presidential election, Gulf-Asia relations, the Ergenekon controversy in Turkey, and Afghan identity. All told, in 2009 MEI published more than 1,500 pages of innovative scholarship and expert insights through its web publications.

• In 2009, the Journal redesigned its look with a more streamlined, readable, and attractive front cover, incorporating shorter titles in larger type and a full-color photograph evoking one of the feature articles in that issue. The Journal had, at various times in the past, used stock black and white photos on its cover; the availability in the digital age of a much wider range of photo art in color has allowed for a more dynamic and germane selection of cover
photos.

- MEJ Editor Michael Collins Dunn launched the “Editor’s Blog” in late January 2009. With over 850 posts in its first year, the blog fulfilled its mission to provide cultural and historical context for events in the region. The blog quickly gained a sizable readership, garnering over 14,000 visitors and more than 42,000 page views in 2009. Readers hailed from 130 countries around the world, including every country in the Middle East, and all 50 states. The blog received widespread praise, as well as 17 nominations for “Best Mideast and Africa Blog” in the Weblog Awards competition.

Outreach

MEI has expanded its communications strategy to embrace online communities where people exchange ideas and engage in dialogue about the Middle East.

- The Institute has developed its presence in several online networks to promote its events, educational offerings, and the work of its Scholars. MEI now has a Facebook group and fan page as well as a Twitter feed, and all of its events are now podcast on iTunes with video coverage available on YouTube.

- MEI also informed the blogosphere by organizing a workshop for foreign policy bloggers from around the United States. Seven bloggers traveled to Washington, DC for a workshop about the Gulf region that included meetings with officials from the Pentagon and State Department, members of Washington's Arab press corps, representatives from the embassies of Oman, the United Arab Emirates, and Yemen, and briefings from several MEI experts. The workshop led to several favorable blog posts from the participants and has helped enhance their future writing about the Middle East.
MEI: 2009 By The Numbers

Over 2,200
Citations of MEI Scholars in 2009.

Over 700
Record attendance at MEI’s 2009 Annual Conference.

Over 700
Students registered for MEI’s languages and regional studies classes.

Less than 10%
Percentage of applicants selected for summer internship; more selective than some Ivy League schools.

205,000
Number of significant accesses of the MEJ online.

50%
Estimated growth of The Middle East Journal’s readership in from 2008 through 2009.
MEI believes educated citizens will demand constructive policies that build lasting relationships between the United States and the Middle East.

MEI broke new ground in furthering our educational mission both domestically and abroad. In 2009 we offered an increased variety of language programs, set new records with our highly successful internship program, and broke new ground and expanded our reach with the new Center for Pakistan Studies and the Center for Turkish Studies.

Department of Languages and Regional Studies

The Department of Languages and Regional Studies continued to innovate in expanding the variety of programs it offers to reach local students. Through these new avenues, we have been able to reach students not previously able to take advantage of our programs. Offering over 100 different courses to over 700 students, the Department continues to fulfill our educational mission.

- The Department of Languages and Regional Studies was re-accredited by the Accrediting Council for Continuing Education and Training (AC-CET).

- Our language programs continued to represent a standard of high quality, as we negotiated licensing agreements with local non-profits and government agencies to establish franchise MEI language programs in their facilities.

- MEI doubled the number of intensive language courses in Arabic and Persian offered on the weekends and hiring additional tutors to meet demand for flexible hours.

- Offering programs such as “Conversations in the Garden,” we attracted both students and local professionals seeking language practice to take advantage of our facilities in a casual, non-classroom setting.

Sultan Qaboos Cultural Center

The Sultan Qaboos Cultural Center (SQCC) continued to expand its activities and outreach. Some major highlights of 2009 include:

- SQCC and the John F. Kennedy Center for the Performing Arts collaborated to produce an original dance theater production called “OMAN…O Man!,” choreographed and directed by Emmy Award winner Debbie Allen and with an original musical score by Grammy Award winner Arturo Sandoval. “OMAN…O Man!” was the only work commissioned by the Kennedy Center for its “Arabesque: Arts of the Arab World” festival. Bring-
ing together Omani and American dancers in a story bridging cultural divides, “OMAN…O Man!” played to sold out audiences from March 12-15, 2009. Among the luminaries attending the production was First Lady Michelle Obama, who said that “Every child in America should see it.” In its May/June 2009 issue, Saudi Aramco World magazine gave “OMAN…O Man!” front page coverage in its story on the Kennedy Center’s “Arabesque” festival. On July 7, in his testimony before the Senate Committee on Foreign Relations, incoming US Ambassador to the Sultanate Richard Schmierer cited OMAN…O Man! as an example of an “important cultural connection between our two countries” that had received “rave reviews.”

- SQCC sponsored a series of calligraphy workshops over a two-week period, showcasing visiting Omani calligrapher Abdullah Al Waili. Collaborating with MEI’s Department of Languages and Regional Studies, SQCC presented “An Evening of Calligraphy” for all current and former MEI language students. In addition, Al Waili conducted calligraphy workshops for the Smithsonian Institution’s Freer and Sackler Galleries of Art, the University of the District of Columbia, and the International Club of DC. MEI’s interns were treated to a special workshop session that included a guided tour of the Islamic Gallery at the Freer conducted by the Smithsonian’s Chief Curator for Islamic Art.

- SQCC embarked upon its first scholarship program in Oman, the SQCC Summer Arabic Language and Media (SQCC Salam) Program, in partnership with World Learning. From June 16-August 4, 2009, 16 Arabic language students underwent advanced Arabic training at the University of Dhofar, using Arabic media as a basis of instruction. The students, from academic institutions across the US, gave the program extremely high marks in their post-program surveys. The Omani press also covered the program very favorably.

- SQCC worked with the Omani Ministry of Heritage and Culture to present a model of an Omani dhow as a gift to the American Museum of Natural History (AMNH) in New York City. This was done in conjunction with AMNH’s “Travelling the Silk Road” exhibit which opened in November 2009 and runs until August 15, 2010, and then embarks upon a worldwide tour. Oman was the only Arab country to make such a contribution to the
exhibit. Omani TV noted SQCC’s role, and the pan-Arab magazine *Al Majelah* as well as *Al Khaleej* online wrote about the Omani gift.

- SQCC upgraded its “Indian Ocean in World History” website, improving the website’s accessibility and ease of use as well as increasing the number of historical entries and images. The Indian Ocean in World History website now receives about 2,500 hits monthly. The Middle East Outreach Council, a nationwide network of educators dedicated to disseminating information on the Middle East to K-16 teachers and others, devoted the major portion of its Spring 2009 newsletter to what its President described as “the wonderful website sponsored by the Sultan Qaboos Cultural Center” in her message to readers.

In addition to larger projects, SQCC continued its cultural and educational outreach through visits to schools in the DC area, cultural talks to community groups visiting Washington, participation in the Girl Scouts’ Thinking Day events, an Omani Cultural Night, organizing student visits to the Omani Embassy, and more.

**The Center for Pakistan Studies**

In 2009, MEI launched a Center for Pakistan Studies to work with academics and experts to produce original research on Pakistan and to sponsor speakers and provide briefings to the media and government about the state of affairs in Pakistan. The Center hosted numerous Pakistani officials and politicians to discuss the future of the country. They included Dr. Babar Awan, Minister for Parliamentary Affairs, Imran Khan, Head of Pakistan’s Movement for Justice Party, and Raja Zulqarnain Khan, the President of the Pakistani controlled part of the princely state of Jammu and Kashmir, among others.

In 2009, the Center hosted a series of monthly roundtables on Pakistan to bring together Pakistani-Americans and others for frank discussion about how to address the country’s problems. It also launched an online forum to give users access to daily press related to Pakistan, government briefs, and grant announcements.

**Center for Turkish Studies**

In 2009, MEI also launched a Center for Turkish Studies headed by Turkish academic Dr. Gonul Tol. The Center is a non-partisan policy research center dedicated to independent thinking, innovative research, and analysis. Through conferences, programs that attract media coverage, events featur-
ing scholars, dignitaries, and officials from across the political spectrum of Turkey and the US, and academic publications, the Center aims to promote knowledge of Turkey among the broader American public, and specifically among policy and opinion makers.

The Center also hosted several timely talks featuring, among others, Dr. Ibrahim Kalin, the chief advisor to the Prime Minister of Turkey, Dr. Ekmeleddin İhsanoğlu, Secretary-General of the Organization of the Islamic Conference, and Dr. İlter Turan, a professor of political science at Istanbul Bilgi University,

The MEI Internship Program

2009 was a record breaking year for MEI’s internship program, with more than 250 applications for the summer session alone — a more than 100% increase over 2008 applications. Indeed, with 250 applications for 22 slots, MEI’s summer internship program had an acceptance rate of less than 10%, making it more selective than some Ivy League universities! Throughout the year, our exceptionally selective group of interns helped to organize and staff a highly successful Annual Conference, wrote research papers with MEI Scholars, provided logistical support for the Institute’s operations, and took a leadership role in planning and implementing a number of highly successful events.

- In 2009, MEI received more than 370 applications and selected 70 for internships, equating to more than five applicants for every intern selected. This represented significant growth from 2008. Interns came to MEI from all regions of the United States and from several foreign countries, including Egypt, Israel, Iran, Saudi Arabia, Pakistan, and Turkey. These interns brought valuable international perspectives to MEI and enriched our internship program.

- Interns participated in MEI’s Intern Development Series, which took them to AMIDEAST, Americans for Near East Refugee Aid, the US Defense Department, and Lockheed Martin for meetings with pro-

Interns preparing for the “Mess-o-po-trivia” trivia contest at MEI.

Audience members at a screening of “Allah Made Me Funny” at Georgetown University.
professionals working in Middle East-related fields. Interns also held roundtable discussions at MEI with intelligence and foreign policy experts, academics, and diplomats.

- MEI interns organized and hosted a number of youth-oriented events in 2009, including a panel discussion on “Launching Careers in the Middle East” and a massively popular screening of the Muslim comedy film “Allah Made Me Funny” held at Georgetown University in conjunction with Unity Productions Foundation (UPF) and the Prince Alwaleed bin Talal Center for Muslim-Christian Understanding. Interns also hosted several screenings of and dialogue sessions on UPF films aimed at fostering interfaith understanding and cooperation.

- MEI’s 2009 interns have gone on to launch dynamic careers in Middle East affairs, working in such sectors as international exchange and education, development, and defense and intelligence. MEI’s 2009 intern group is currently well represented in the Middle East itself, with former interns working or studying in such countries as Egypt, Oman, and Turkey.
Donors

PRESIDENT'S CIRCLE

American Science & Engineering, Inc.
BP Corporation North America Inc.
Dar Al Handasah
Dutco Group
E.A. Juffali & Brothers
Fluor Corporation
Japan Bank for International Cooperation
Lockheed Martin
Shell
The Coca-Cola Company

DIRECTOR'S CIRCLE

The McGraw-Hill Companies
USA OSEG/Army
Valmont Industries, Inc.
Qorvis Communications
Raytheon
Saudi Aramco
Shell
Sultan Qaboos Cultural Center
Susan Bastress
The Carlyle Group

SPECIAL EVENT SPONSORS

Anne B. Keiser
Austrian Airlines
Boggs & Partners International
BP
C-COMM
Cadmus Communications
Chevron
Coca-Cola Company
College of William and Mary
Dutco Group
Embassy of the Libyan Arab Jamahiriya
Embassy of the Kingdom of Saudi Arabia
Embassy of the State of Qatar
Embassy of the United Arab Emirates
Embassy of the Republic of Yemen
ExxonMobil
Fluor Corporation
General Dynamics
James K. Holman
Foundation for Middle East Peace
Hunt Oil

STANDARD CORPORATE

Arab Banking Corporation
BAE Systems, Land & Armament
Bank of Sharjah
General Dynamics
General Motors
Hess Companies
Hunt Oil Company
JETRO New York
Northrop Grumman
Occidental Oil & Gas Corporation
Rawabi Holding Co.
The Carlyle Group

FOUNDATIONS

DC Humanities Council
European Union
Emirates Center for Strategic Studies
Foundation for Middle East Peace
Lakeside Foundation
Razia Asfraf Foundation
Soros Fund Charitable Foundation
Stuart Family Foundation
Turkish Cultural Foundation
Turkish Embassy
U.S. Qatar Foundation
Unity Productions Foundation
U.S. Emirates Alliance

BENEFACTORS

Susan Bastress
CONTRIBUTING MEMBERS

James Arius
Roby C Barrett
Earl Clark
Sharon A Coleman
Frances Cook
Dale Dean
Walter Denny
Benedict F FitzGerald
Edward Michael Gabriel
Gordon Gray
Jane Hart
Colbert C Held
T Parker Jones
Robert V Keeley
John S. Kincannon
William A Kirby, Jr
Alan Kovski
Bernard L Krawczyk
Faisal N. Kudsi
Phebe Ann Marr
Paul Martin
Adrian Massie-Blomfield
Ambassador Elizabeth McKune
Geoffrey P. Milton
David Nalle
David G Newton
Philip Olsson
David D Pearce
B. Donovan Picard
Daniel Pippin
John Poole, Jr
William Quandt
Syed Raza
John B Root
Mr. John P. Rosario
Betty Hamady Sams
Roscoe S. Suddarth
Tracy Szczepaniak
Lawrence D Thompson
Edward S. Walker, Jr.
Molly Williamson
Brooks Wrampelmeier
Ronald Zwart

PATRON MEMBERS

Joseph L. Brand
Sandra Charles
Robert H. Pelletreau, Jr
Tom Oku
William A. Reinsch
A. Elizabeth Jones
Lois M. Critchfield
Moroccan-American Cultural Center
Avlon Industries, Inc
Michael Ryan
Wyche Fowler
Rouhi Ramazani
Joseph Englehardt

SUSTAINING MEMBERS

Les Janka
Allen L Keiswetter
David L. Mack
Michael Sterner
Holsey G Handyside
Christopher W Murray
Philip C. Wilcox, Jr.
Michael Thomas
Roderick French
George Hoguet
Justine Ann Ruggio
Michael Lynott
Walter Posch
Baker Donelson
Sabiha and Zubair Iqbal
BOARD OF GOVERNORS

Wyche Fowler, Jr., Chairman
Wendy Chamberlin, President of MEI and ex-officio Member of the Board
BJ Kang, Vice President of Finance of MEI and ex-officio Member of the Board
Kate Seelye, Vice President of Programs and Communications of MEI and ex-officio Member of the Board
Nazia Moqueet, Secretary of the Board

PAST CHIEF EXECUTIVE OFFICERS

Edward S. Walker
2001-2006
Roscoe S. Suddarth, 1995-2001
Robert V. Keeley, 1990-1995
Lucius D. Battle, 1986-1990
L. Dean Brown, 1975-1986
Lucius D. Battle, 1973-1975
Parker T. Hart, 1969-1973
Raymond A. Hare, 1966-1968
Kermit Roosevelt, 1964-1966
James Terry Duce, 1960-1963
Bayard Dodge, 1960
Edwin M. Wright, 1959-1960
Angus Sinclair, 1958
Edwin M. Wright, 1956-1957
George Camp Keiser, 1946-1956

MEMBERS EMERITI

Roscoe S. Suddarth
Richard B. Parker
Don Peretz
R.K. Ramazani
Bernard Reich
Sabri Sayari
Gary Sick
Barbara Slavin
Barbara Stowasser

LIBRARY COMMITTEE

Michael Albin
Linda Carlson
Brad Sabin Hill
Anne B. Keiser
Terezia Matus
Richard B. Parker
Kathryn Phillips
Michael W.S. Ryan
Alex Vatanka
Paul Yachnes

THE MIDDLE EAST JOURNAL BOARD OF ADVISORY EDITORS

Jon Alterman
Muriel A. Atkin
Shaul Bakhash
Henri Barkey
Helena Cobban
Mary-Jane Deeb
Graham E. Fuller
Edmund Ghareeb
Phebe Marr
John Moore
Jean C. Newsom
## Financial Statement

December 31, 2009 and 2008

<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><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalent</td>
<td>$626,780</td>
<td>$625,458</td>
</tr>
<tr>
<td>Board designated cash</td>
<td>63,069</td>
<td>233,898</td>
</tr>
<tr>
<td>Total cash and cash equivalents</td>
<td>689,849</td>
<td>859,356</td>
</tr>
<tr>
<td>Grants and other receivable</td>
<td>492,366</td>
<td>183,044</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>29,101</td>
<td>36,120</td>
</tr>
<tr>
<td>Total current assets</td>
<td>1,211,316</td>
<td>1,078,520</td>
</tr>
<tr>
<td><strong>Property and Equipment</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>964,553</td>
<td>1,016,625</td>
</tr>
<tr>
<td><strong>Other Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investments</td>
<td>2,215,293</td>
<td>1,836,854</td>
</tr>
<tr>
<td>Security deposit</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>Total other assets</td>
<td>2,215,493</td>
<td>1,837,054</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$4,391,362</td>
<td>$3,932,199</td>
</tr>
<tr>
<td><strong>LIABILITIES AND NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>20,180</td>
<td>13,689</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>34,748</td>
<td>102,276</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>139,716</td>
<td>175,930</td>
</tr>
<tr>
<td>Total current liabilities</td>
<td>194,644</td>
<td>291,895</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted net assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undesignated</td>
<td>1,407,048</td>
<td>1,397,822</td>
</tr>
<tr>
<td>Board designated</td>
<td>2,278,362</td>
<td>2,070,752</td>
</tr>
<tr>
<td>Total unrestricted net assets</td>
<td>3,685,410</td>
<td>3,468,574</td>
</tr>
<tr>
<td>Temporarily restricted net assets</td>
<td>511,308</td>
<td>171,730</td>
</tr>
<tr>
<td>Total net assets</td>
<td>4,196,718</td>
<td>3,640,304</td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td>$4,391,362</td>
<td>$3,932,199</td>
</tr>
</tbody>
</table>
STAFF AS OF DECEMBER 2009

EXECUTIVE AND ADMINISTRATION

Wendy Chamberlin,
President
BJ Kang,
Vice President of Finance
Muhammad Ahmed,
Financial Associate
Kelly Davies,
Director of Development
Nazia Moqueet,
Development and Executive Assistant
Howard Fleming,
Director of Information Technology
Roy Dunn,
General Services Officer

LANGUAGES AND REGIONAL STUDIES

Shukri Abed, Chairman
Mahdi Alosh, Director,
MEI-STARTALK
Farinaz Firouzi,
Program Coordinator
Justin Keyes,
Program Assistant
INSTRUCTORS

Arabic:
Shukri Abed
Ouijdane Absi
Wasan Alqaisi
Basem El-Zaawily
Mohamed Gorram
Mouldi Hadiji
Samir Latif
Nicole Petsel
Awatef Samaan
Mazhar Samman
Arwa Sawan
Leila Tarazi
Jennifer Tobkin
Mohamed Youssef
Nijmeh Zayed

Hebrew:
Shukri Abed
Leor Baskin
Joshua Goodman

Persian:
Farinaz Firouzi
Mehrdad Froozan
Sadegh Samuel Jabarnia
Houman Fathi Seyson

Turkish:
Huseyin Aydin
Muge Oruc

PROGRAMS AND COMMUNICATIONS

Kate Seelye,
Vice President of Programs and Communications
Stephanie Swierczek,
Director of Programs and Communications

SQCC

Elizabeth McKune,
Executive Director
Mubarak Al Busaidi,
Deputy Director
(Muscat)
Chad Hope,
Program Officer
Cory Rutz,
Administrative Assistant

CENTER FOR PAKISTAN STUDIES

Marvin Weinbaum,
Scholar
Zubair Iqbal,
Scholar
Zafar Imran,
Research Assistant

CENTER FOR TURKISH STUDIES

Gonul Tol,
Executive Director

PUBLICATIONS

Michael Collins Dunn,
Editor
Adam Mendelson,
Managing Editor
John Calabrese,
Book Review Editor
Peter B. White,
Assistant Editor
Nancy C. Wood,
Publications Assistant
Aaron Reese,
Circulation Assistant

LIBRARY

Simon Braune,
Librarian
Lisa Jacqueline Barr,
Library Assistant