To promote knowledge of the Middle East in America and strengthen understanding of the United States by the peoples and governments of the region.
THE NEED FOR THE MIDDLE EAST INSTITUTE IS GREATER THAN EVER –
AND SO IS OUR IMPACT

In today’s era of political partisanship, The Middle East Institute (MEI) fills a crucial niche by producing balanced, objective analysis, often through engagement with scholars and analysts from the region who provide nuanced perspectives on issues. MEI, as Washington, D.C.’s oldest Middle East-focused institution, has honed this skill for almost 70 years, with the result that it has become one of the most trusted sources of information and ideas on the region.

“MEI’s myriad contributions have long helped shape America’s policy toward the Middle East.”

Susan Rice, U.S. National Security Advisor
Keynote address, MEI’s 67th Annual Awards Banquet

Our Audience

The Middle East Institute reaches a global audience. Our growing presence online and through social media has particularly enabled us to connect with the region’s youth, while still reaching local and global government officials, diplomats, policy analysts, corporate executives, and educators.
MEI’s scholars, events, and programs generate the Institute’s vital policy output. The more than 40 affiliated scholars and six scholars-in-residence bring decades of experience to informing the press and our audience about the Middle East. Events like our annual conference educate about the year’s pressing issues, and our programs support sophisticated research on topics that range from changes stemming from the 2011 uprisings to connections between the Middle East and Asia.

Scholars

The Arab Transitions initiative cultivates voices from the region to write and speak on the Arab world’s political, social, and economic transformations since 2011. Its aim is to inform wise policy decisions both in the United States and internationally.

The Center for Pakistan Studies recognizes the impact of Pakistan on Afghanistan and vice versa, and as such covers both countries in depth through panels, essays, and grant-funded research on such topics as Sunni-Shi‘i violence in the area.

“The Middle East Institute was the first think tank to gather such a diverse group in Washington, generating an important conversation.”

Yasser Elnaggar, Deputy Chief of Mission, Embassy of Egypt
Referring to the MEI conference, “Securing Egypt’s Future”
“When you want to have a conversation about the Middle East in Washington, D.C., MEI is the first place you go.”

Charles Kestenbaum, Vice President of the Middle East and North Africa Consultants Association

Turkey’s expanded role in the Middle East means that grasping the country’s domestic and foreign policies is more important than ever. The Center for Turkish Studies shapes the discussion of both topics through publications and events such as its annual conference.

The Middle East and Asia are experiencing growing ties, and the Middle East-Asia Project furthers them through an online archive of articles and collaborative scholarship between researchers from the two regions.

**Online Outreach**

As the youth of the Middle East engage more and more with the Internet and social media, MEI is expanding its online presence to meet them in cyberspace. Our website recently saw a 32 percent increase in unique visitors, and our Twitter, Facebook, and YouTube audiences are multiplying, often due to new, young followers from the region.

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**Increase in Middle East and North Africa “Likes” of MEI’s Facebook Page (2012 to 2013)**
The Middle East Journal

Published quarterly since 1947, The Middle East Journal is the longest-running peer reviewed journal in the United States devoted to the academic study of the Middle East. Featuring articles and policy essays by regional experts from around the world, the Journal is a vital resource for scholars and researchers, as well as an important conduit between the academic community and the general public.

“…The Middle East Journal stands as the only publication in the field that is scholarly, readable, and relentlessly relevant…”

Dr. James Bill, The College of William and Mary

Total Significant Online Accesses of The Middle East Journal

Department of Languages

Since first teaching Arabic to six students in the fall of 1953, MEI's language program has grown to include beginning, intermediate, and advanced courses in Arabic, Persian, Turkish, and Hebrew. Despite enrollment in the hundreds, the Institute maintains an average class size of six. Students are a mix of graduates and undergraduates and employees at think tanks, media outlets, and government agencies.
MEI’S Leadership Development Program

The university students and recent graduates who serve as MEI interns bring intellectual capital to the Institute, and as a result work on high-level projects such as creating multimedia packages and editing manuscripts. MEI also offers them the Intern Development Series—career-building seminars run by experts from the government to the private sector. MEI recognizes its interns as future specialists who will serve as diplomats, run academic programs, and file news stories from the region.

“My MEI internship was the ideal springboard for my career in the U.S. Foreign Service.”
A fall 2013 intern

The Oman Library at The Middle East Institute

The Oman Library at The Middle East Institute recently underwent a large-scale renovation that resulted in improved storage, access, display, and safety of the library’s rare volumes, some more than 300 years old. The library houses almost 20,000 books and 250 journals, as well as an impressive collection of more than 21,000 historic postcards from the region.

“…the most complete library source on the Middle East outside the Library of Congress…”
Dr. William Zartman, School of Advanced International Studies, Johns Hopkins University
Cultural programming has long been key to MEI’s mission, and over the decades the Institute has organized Middle Eastern art exhibits, musical performances, and poetry readings. Today, MEI has institutionalized the promotion of Arab arts and culture by launching a dedicated culture program.

MEI’s vision is to connect Washington audiences with the region’s vibrant arts scene through a combination of conversations and panels with artists, screenings and exhibits of new work, and networking events aimed at people-to-people engagement between Arab artists and U.S.-based policymakers, opinion leaders, artists, and students.

MEI’s work would not be possible without the generous support of donors who appreciate the unique and versatile role that the Institute plays in the dialogue about the crucial relationship between the Middle East and America. Learn more about our activities and how to support The Middle East Institute by visiting our website: www.mei.edu.
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Congressman Lee H. Hamilton, Former Chair, U.S. House Intelligence Committee and U.S. House Foreign Affairs Committee
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Ambassador Frank G. Wisner, Former U.S. Ambassador to Egypt, India, the Philippines, and Zambia
General Anthony C. Zinni, USMC, Former Commander, United States Central Command (CENTCOM)
Abbas Zuaiter, Founder, Zuaiter Capital Holdings
STATEMENT OF ACTIVITIES
Year Ended December 31, 2013

REVENUE AND SUPPORT

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<thead>
<tr>
<th>Description</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
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<tr>
<td><strong>Public Support</strong></td>
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<td>Contributions</td>
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<td>$ 569,127</td>
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<td>Grants and other programs</td>
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<td>666,099</td>
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<td>666,099</td>
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<td>Endowment contributions</td>
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<td>26,087</td>
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<td>Membership dues</td>
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<td>32,190</td>
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<td><strong>Program Revenue</strong></td>
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<td></td>
<td></td>
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<tr>
<td>Language programs</td>
<td>375,570</td>
<td>-</td>
<td>-</td>
<td>375,570</td>
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<tr>
<td>Sultan Qaboos Cultural Center</td>
<td>-</td>
<td>839,136</td>
<td>-</td>
<td>839,136</td>
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<td>Annual conference</td>
<td>401,774</td>
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<td>401,774</td>
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<td>The Middle East Journal and publications</td>
<td>225,536</td>
<td>-</td>
<td>-</td>
<td>225,536</td>
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<tr>
<td>Center for Turkish Studies</td>
<td>-</td>
<td>28,867</td>
<td>-</td>
<td>28,867</td>
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<tr>
<td>Public policy, outreach, and communications</td>
<td>-</td>
<td>1,500,000</td>
<td>-</td>
<td>1,500,000</td>
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<tr>
<td>Library</td>
<td>1,063</td>
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<td>-</td>
<td>1,063</td>
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<tr>
<td><strong>Other Income</strong></td>
<td></td>
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<tr>
<td>Interest and dividends</td>
<td>127,544</td>
<td>-</td>
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<td>127,544</td>
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<td>Rental and other income</td>
<td>35,361</td>
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<td>35,361</td>
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<td>Net assets released from restrictions</td>
<td>2,512,411</td>
<td>(2,512,411)</td>
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<td><strong>Total Revenue and Support</strong></td>
<td>4,280,576</td>
<td>521,691</td>
<td>26,087</td>
<td>4,828,354</td>
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EXPENSES

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<tbody>
<tr>
<td><strong>Program Services</strong></td>
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<tr>
<td>Language programs</td>
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<td>366,465</td>
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<tr>
<td>The Middle East Journal and publications</td>
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<td>Sultan Qaboos Cultural Center</td>
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<td>Public policy, outreach, and communications</td>
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<td>1,433,161</td>
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<td>Library</td>
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<td>89,732</td>
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<td>Center for Turkish Studies</td>
<td>97,894</td>
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<td>97,894</td>
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<td><strong>Total Program Services</strong></td>
<td>3,191,406</td>
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<td><strong>Support Services</strong></td>
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<td>Fundraising</td>
<td>170,280</td>
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<td>General and administrative</td>
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<td>475,521</td>
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<td><strong>Total Support Services</strong></td>
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<td>645,801</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td>3,837,207</td>
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CHANGE IN NET ASSETS FROM OPERATIONS

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<tr>
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<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>Other Changes</td>
<td></td>
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<tr>
<td>Net depreciation in fair value of designated investments</td>
<td>282,002</td>
<td>-</td>
<td>-</td>
<td>282,002</td>
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<tr>
<td>Net depreciation in fair value of endowment investments</td>
<td>121,825</td>
<td>-</td>
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<td>121,825</td>
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<tr>
<td>Net depreciation in beneficial interest in perpetual trust</td>
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<td>87,242</td>
<td>-</td>
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<tr>
<td><strong>Total Other Changes</strong></td>
<td>403,827</td>
<td>87,242</td>
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<td>491,069</td>
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CHANGE IN NET ASSETS

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<th>Temporarily Restricted</th>
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<tr>
<td><strong>NET ASSETS, beginning of year</strong></td>
<td>3,908,862</td>
<td>387,003</td>
<td>3,498,371</td>
<td>7,794,236</td>
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<td><strong>NET ASSETS, end of year</strong></td>
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<td>$ 995,936</td>
<td>$ 3,524,458</td>
<td>$ 9,276,452</td>
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Staff

**Executive**

Wendy J. Chamberlin, President
Kate Seelye, Senior Vice President
Paul Salem, Vice President for Policy and Research
Kevin Cowl, Vice President for Development
Tamara Kalandiya, Chief Financial Officer

**Scholars**

Robert Ford, Senior Fellow
Steven Simon, Senior Fellow
Alex Vatanka, Senior Fellow
Randa Slim, Director, Initiative for Track II Dialogues
Gönül Tol, Director, Center for Turkish Studies
Marvin Weinbaum, Director, Center for Pakistan Studies
Mohamed Elmenshawy, Fellow

**Publications**

Michael Collins Dunn, Editor, *The Middle East Journal*
Jacob Passel, Managing Editor, *The Middle East Journal*
John Calabrese, Book Review Editor, *The Middle East Journal*
Peter Boal, Assistant Editor, *The Middle East Journal*, and Internship Coordinator

**Arts and Culture Program**

Lyne Sneige, Director, Cultural Affairs and Programs

**Languages and Regional Studies**

Cameron Mackenzie, Program Coordinator
Mark Tyan, Program Assistant

**The Oman Library at The Middle East Institute**

Amal Morsy, Library Director

**Programs and Communications**

Mimi Kirk, Research Director
Scott Zuke, Communications Officer
Megan Smith, Program Assistant

**Administration**

Makeda Jones, Executive and Development Assistant
Ben Sohl, Development Assistant
David Gagua, Financial and Human Resources Associate
Howard Fleming, Deputy Director of Information Technology
Roy Dunn, Facilities
“The stated mission of The Middle East Institute is to provide unbiased sources of information and analysis. We need that more than ever, and not just in the Middle East, because we live in a modern world where argument is more prized than analysis, and opinion is more prized than information.”

Former President Bill Clinton