

# Middle East Institute

2007 Annual Report



# 2007 By The Numbers

MEI Adjunct Scholar George Harris speaks to a radio audience in Raleigh, North Carolina.



**200 million**

the potential global audience reached by MEI through TV appearances and print and online citations.



A panel discussion at MEI's 2007 Annual Conference.

**600**

record attendance at MEI's 2007 Annual Conference.

Department of Languages and Regional Studies Chairman Shukri Abed teaches an Arabic course at MEI.



**Over 900**

students registered for MEI's languages and regional studies classes.



*The Middle East Journal* staff works on an issue of *MEJ*.

**Every 10 minutes**

someone in the world downloaded and read an article from *MEJ*.

MEI Librarian Simon Braune mans the circulation desk at the George Camp Keiser Library.



**4x**

in-house usage of the George Camp Keiser Library quadrupled.

## Letter from the President

Since its founding in 1946, the Middle East Institute (MEI) has pursued its mission 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 MEI is greater than ever. And, so is our impact.

MEI strives to promote mutual respect through knowledge and understanding. MEI’s goal is to expand the dialogue and expose Washington-based opinion leaders to authentic voices from the region itself. To accomplish this, we brought newsmakers and prominent experts from the region and Europe. This successful formula has become the model for future MEI events.



MEI President Wendy Chamberlin speaks at an MEI conference. (Photo © Suzanne Mazer)

Embracing new technologies helps broaden our “virtual” audience. But it often is difficult to sift through the bias and inaccuracies of thousands of ideas that bombard us daily on the Internet. MEI’s constantly updated website now features program podcasts and a wealth of substantive writings that serve as a reliable and trustworthy resource for researchers, students, media, business executives and policy-makers around the world.

MEI contributes to educating the next generation of Middle East experts through our publications, library, internships and language training. MEI focuses on widening the audience for our valued resources through off-site language training classes, media outreach and increased online access to our library’s vast resources and the rich 60-year archive of our prestigious *Middle East Journal*.

MEI is a modest-sized, non-profit organization with a current cash operating budget of \$2.4 million and a net asset value of \$4.3 million. The scope of our work relies on the generosity of our donors, grants and membership. In a highly competitive environment, we recognize that donors want to see the impact of programs as a basis for their contributions. Our new fundraising strategy highlights our revitalized approach to project-oriented investments.

In 2007, MEI expanded its corporate donor revenue by 15%, which enabled us to achieve some of our goals for the year. But there is still much more we can accomplish. Our 2008 objectives are ambitious. Achieving them will depend in large part on contributions from those who share our belief that America’s knowledge of the Middle East is a vital key to building secure and mutually beneficial relations.

Wendy Chamberlin  
President

# MEI's Impact in 2007



## MEI's Reach

Los Angeles Times

*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.*



The New York Times

- Our scholars are frequently sought by the media for their expertise and balanced analysis. Reporters appreciate their rapid response, especially during breaking news events, and rely on them to provide accurate information at times of crisis when bias and exaggeration cloud realities. 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 was cited more than 2,000 times in leading publications in the US, Europe and the Middle East — a 10% increase over the previous year.



Le Monde

- In the hours after the assassination of Benazir Bhutto in December, for example, MEI analysts ably responded to dozens of interview requests, including ABC, CBS, CBC, CNN, NPR, NBC, AP TV, Bloomberg TV, Fox News, *The Chicago Tribune*, *The Christian Science Monitor*, *Kiplingers' Report*, *Harper's*, *The New York Times*, *The Washington Post*, McClatchy News Service, as well as regional US radio networks and international publications from Spain, Japan, Britain and South America. *The Washington Post* also asked MEI President Wendy Chamberlin for an op-ed looking at the future of Pakistani politics.

Newsweek



THE JERUSALEM POST



- During the year, MEI and its scholars were cited in a variety of US and international media outlets, including Al-Jazeera, Associated Press (reproduced in more newspapers around the globe), BBC, Bloomberg, CBC-TV, *The Chicago Tribune*, *The Christian Science Monitor*, CNN, Forbes, *The Daily Star*, *The Guardian*, *Haaretz*, *Jewish Weekly*, *The Jerusalem Post*, *Los Angeles Times*, MSNBC, *The Nation*, *The New York Times*, *Newsweek*, NPR, Radio Free Europe, Reuters, *Time*, Voice of America, *The Wall Street Journal*, *The Washington Post*, various Pakistan-based blogs and publications, *US News & World Report*, *USA Today*, McClatchy News Service publications, Cox Newspapers, *San Francisco Chronicle*, Qatar News Agency, *The National* of Abu Dhabi and many others. Based on circulation statistics, MEI reached a potential global audience of roughly 200 million via TV appearances, print and online citations.



The Washington Post



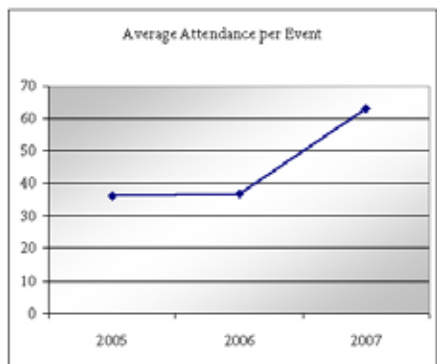
The Miami Herald

THE WALL STREET JOURNAL



- In-house usage of the George Camp Keiser Library quadrupled, and circulation nearly doubled.

- In 2007, every 10 minutes, someone in the world electronically accessed and read an article from *The Middle East Journal*. Online access to *MEJ* grew 15% since 2005. The expanded online presence helped *MEJ*'s readership grow to more than 55,000 (estimated).



- Two-thirds of US colleges and universities subscribed to *MEJ*.
- More than 900 language students of all ages came to MEI in 2007 to learn Arabic, Hebrew, Persian and Turkish, both in traditional weeknight classes and in MEI's new intensive weekend courses. MEI offered five new intensive weekend courses in Farsi and Arabic in 2007.
- MEI's 61st annual conference, held in November, set an attendance record, with more than 600 attendees. It featured seven speakers from the region and another, Tariq Ramadan, via videoconference from London.
- More than 315 students applied for 60 positions in our highly competitive internship program, a 15% increase in applicants since 2005.

## Facilitate

*MEI is a catalyst for dialogue, exposing different communities to diverse ideas.*

A priority in 2007 was to expand the ways we could provide a forum for civilized debate to ensure that the American public and decision-makers have a sound basis for making informed decisions.



MEI's Summer Garden Cultural Series attracted some 600 attendees who enjoyed the cultural diversity of the Middle East.

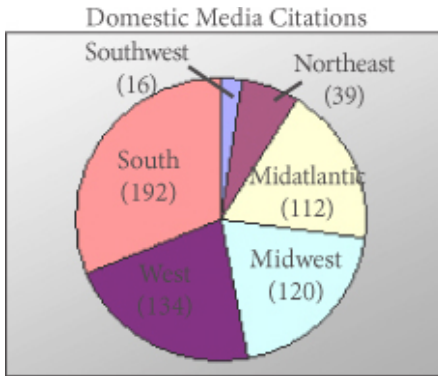
### Conferences and Programs

MEI organized numerous programs in 2007 to deal with current events and the complex issues of the region, ranging from book launches to policy presentations by newsmakers and a special Cultural Series in MEI's Islamic Garden.

- In 2007, MEI organized 42 events and two major conferences featuring noted speakers from across the US and the region.

### MEI Scholars

Our experts, with decades of experience in the region, help facilitate dia-



logue through the media by providing informed and balanced commentary.

- In 2007, MEI scholars were cited more than 2,000 times in print and broadcast media and blogs worldwide and spoke to audiences in more than 25 US cities.
- In a constant effort to strengthen the depth and breadth of our expertise, in 2007 MEI added new scholars on Turkey, the Arab-Israeli peace process, North Africa and Sudan.

### ***The Middle East Journal***

• *MEJ* marked its 60th anniversary in 2007 with a conference at the Library of Congress, co-hosted by the Library's Near East and Africa division. The discussions looked back through *MEJ's* history and ahead toward the future. The *Journal* is America's oldest peer-reviewed journal dealing with the contemporary Middle East and has been mandatory reading for area specialists since its first issue.

• Through new technologies, *MEJ* expanded its reach and visibility. *MEJ* signed distribution agreements with JSTOR and EBSCO, both subscription-based electronic distributors of academic journals. This will vastly increase our online presence, which has already increased since 2005. *MEJ* also signed an agreement with CrossRef, which electronically links other articles citing *MEJ* back to the *Journal*. CrossRef connects our archive with the greater body of scholarly literature available on the web.



• *MEJ* has become a more attractive vehicle for advertisers. In 2007, we set a record for advertising revenues, exceeding the 2006 high mark by 20%.

• The *Journal* expanded its Resource Series CD program, launched in 2006, to include more countries and issues. The CDs cover everything from Political Islam to Nuclear Proliferation to Women in the Middle East and include *Journal* articles, *Commentaries*, *Policy Briefs* and other MEI publications.

• The *Journal's* overseas visibility was enhanced through a special donation of 25,000 back issues to under-funded libraries in Iraq, Morocco, Egypt and Pakistan. The donation helped build these libraries' English language research collections while expanding our footprint in the Middle East.

- MEI transformed our membership newsletter, the *MEI Bulletin*, into an electronic edition with more timely and original articles, interviews and color photos. The new format better reflects MEI's new dynamism.

[www.mideasti.org](http://www.mideasti.org)



As part of our educational outreach, MEI expanded and enhanced the content available on our website. It is MEI's objective to become the go-to portal for accurate information and balanced analysis on the region.

- We launched three new online publications, written by MEI scholars and outside experts: *Policy Briefs* (in-depth analyses with policy relevance); *Viewpoints* (moderated dialogues between two or more experts expressing opposing or differing points of view); and *Encounters* (short narratives or vignettes on the Middle East). The new publications join MEI's popular *Commentaries* (analyses of current events).

- Program podcasts and RSS feeds of MEI activities are now available on our website, along with event summaries and transcripts.
- Wireless Internet access is now available throughout our facilities for library patrons, language students, program attendees and MEI staff and interns.
- Videoconferencing hardware and capabilities have been upgraded to enable bringing different people and perspectives together, even if they are physically distant.

## Educate

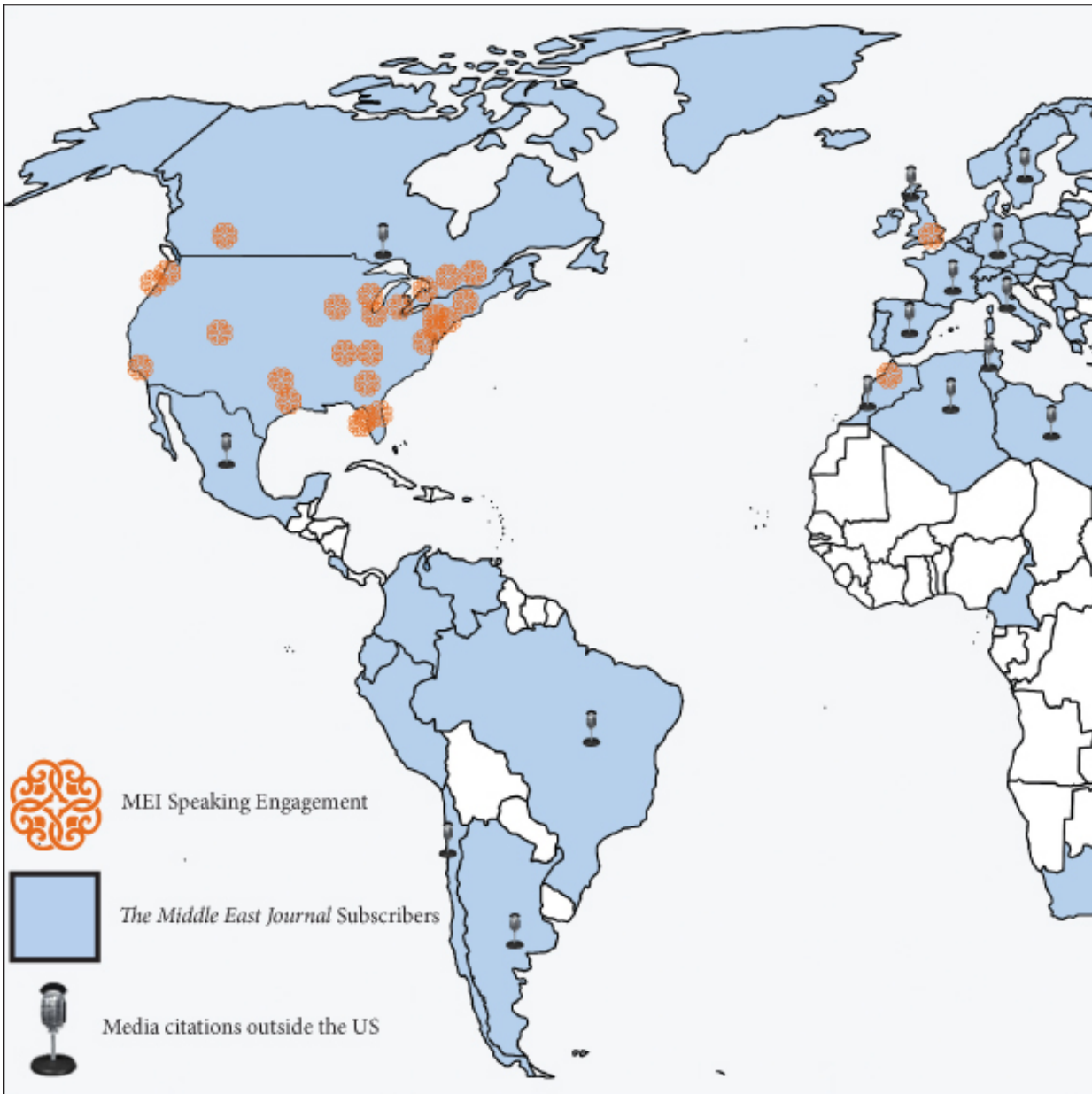
*MEI believes educated citizens will demand constructive policies that build lasting relationships between the United States and the Middle East.*

Already an accredited education institute, in 2007 MEI became a more dynamic and vital educational center, both in Washington, DC and beyond the beltway. Through new projects and innovations in our publications, a language training program and the Sultan Qaboos Cultural Center, we continued to contribute to the education of the next generation of Middle East experts.

### **Department of Languages and Regional Studies**

MEI launched several initiatives in 2007, in addition to its robust and well-respected language courses in Arabic, Hebrew, Farsi and Turkish.

# MEI: Outside the Beltway



**200,000,000**

the potential global audience reached by MEI in 2007 through TV appearances and print and online citations.



# and Beyond the Borders



**More than 80**

countries where *The Middle East Journal* subscribers live.



- In 2007, MEI taught 936 students in classes with an average size of seven students. This class size ensured that students received personalized instruction and learned lasting language skills.
- The Language Department negotiated contracts with non-profit and government organizations to franchise MEI language programs using the organizations' facilities.
- In September, MEI signed a contract with the Quantico Office of Naval Intelligence to teach Arabic, which already has provided extremely positive feedback on the program.
- MEI also expanded its language program with five intensive weekend courses in Farsi and Arabic to provide language training in a quick, yet thorough, format.

### **The George Camp Keiser Library**



The Library is the intellectual cornerstone of MEI, housing one of the most comprehensive Middle East collections in Washington, DC. More than 25,000 books, 300 periodicals and a large collection of CDs and DVDs are accessible to students, researchers and the general public. MEI aims to expand access to a global audience through distribution initiatives.

- The digitization of library materials began in 2007 and will continue to expand in 2008.
- The library posted three new research guides on its website in 2007: *Women in the Middle East and the Muslim World*; *Pakistan: A Resource Guide* and *Gulf Security Issues: A Resource Guide*. More are being prepared and will be launched throughout 2008.

### **Sultan Qaboos Cultural Center**

SQCC completed its second full year of operation and expanded its educational and cultural programming. SQCC increased the number of cultural and educational programs and expanded its audience beyond the Beltway.

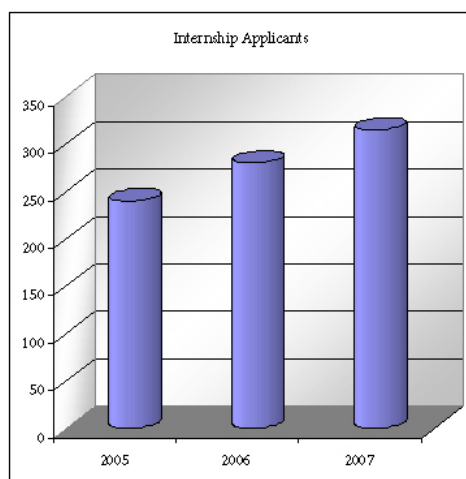
- SQCC joined with the Smithsonian Institution to host the “Encompassing the Globe” exhibit at the Sackler Gallery, which attracted some 340,000 visitors from the US and abroad. His Highness Sayyid Haitham bin Tariq traveled from Oman and spoke at the opening gala for the exhibition.
- SQCC sponsored Omani and American teacher-demonstrators for the

Sackler's ImaginAsia educational programs targeted to families and teachers. This included sessions on "The Lure of Spices" and "Calligraphy of the Islamic World."



- SQCC organized a slide show lecture on the "The Craft Heritage of Oman" in the Sackler's main auditorium. This was also the site for the capstone SQCC event, a lecture by Omani speaker Dr. Ibrahim Yahya al-Busaidi, an expert on the political, economic and cultural aspects of the Portuguese presence on the Omani coast in the 16th and 17th centuries.
- MEI hosted an American tour for Oman's leading film director, Dr. Khalid al-Zadjali, and its leading calligrapher, Sami Zain Al-Ghawi. Dr. Al-Zadjali directed Oman's first feature film, *Al Boum*. He participated in the Arabian Sights Film Festival in Washington, DC, where the film made its US debut. Dr. Zadjali showed his film and participated in discussions at the University of Arizona, Dickinson College in Pennsylvania and the College of William and Mary in Virginia. Calligrapher Sami Zain Al-Ghawi held demonstrations at the annual Mosaic Foundation Bazaar, the College of William and Mary in Virginia, Trinity College and the Smithsonian in Washington, DC.
- SQCC continued to develop its user-friendly website, [www.sqcc.org](http://www.sqcc.org), which serves as a portal to cultural and historical information about Oman and the Gulf region. It includes country facts and figures, suggested readings and transcripts from Summer Institute speakers, lesson plans for teachers, student-oriented material and information about SQCC programs.

### The MEI Internship Program



MEI has long had an excellent reputation for nurturing aspiring policy-makers and scholars. In 2007, our interns were assigned to MEI's various departments: Publications, Communications, Programs, Adjunct Scholars, the Library and Development. They researched Middle East issues, helped to organize the annual conference, provided logistical support to the Institute and wrote briefs to summarize MEI events.

- We received 315 applications for 60 places, making MEI internships among the most coveted and competitive in Washington, DC.
- We sought to create a more dynamic and innovative face for the program, to make it a strong Washington pres-

ence for youth and develop the next generation of Middle East leaders and policy-makers.

- Interns participated in the Intern Development Series (IDS) which took them to Al-Jazeera, the Freer and Sackler galleries, National Geographic and Refugees International. Interns also met with intelligence experts, academics, NGO employees and professionals from the State and Defense Departments.
- We hosted more than 150 Washington interns (from Capitol Hill, the Brookings Institution, the American Enterprise Institute, the Hudson Institute, the Center for Strategic and International Studies and many other organizations) in the Middle East Institute's Islamic Garden, establishing MEI as a center for exchange among aspiring leaders. We held a casual job fair, called "What's Next," where representatives from various professions could mingle and chat with interns from MEI and other organizations in an informal atmosphere.



MEI interns at an MEI-sponsored, intern-only event on Capitol Hill.

- A special dialogue for Washington interns was held in the Rayburn Office Building on Capitol Hill to focus on the Israeli-Palestinian conflict. This encouraged many of the city's interns to attend MEI's regular programming. Some joined MEI and signed up for language courses.

- MEI's 60 interns in 2007 have gone on to dynamic jobs at organizations such as Women's Learning Partnership for Rights Development and Peace, Saudi Aramco, Amideast, International Research & Exchange, Moroccan American Cultural Center and Humanities Council of Washington, DC.
- A number of our 2007 intern alumni have been awarded competitive fellowships, including a Rotary Fellowship to Jordan to study Arabic; a Fulbright to Syria to research Iraqi refugees; a Fulbright to Kuwait to research the monarchy and Islam; and a Princeton in Asia Fellowship to teach in Mongolia.

# Funding: A New Approach

## Sustainable Fundraising

In an increasingly competitive funding environment, the Middle East Institute recognizes that our corporate partners and contributors expect value and impact from their support. MEI has remodeled its fundraising approach to meet their needs and ensure the success of our future endeavors.

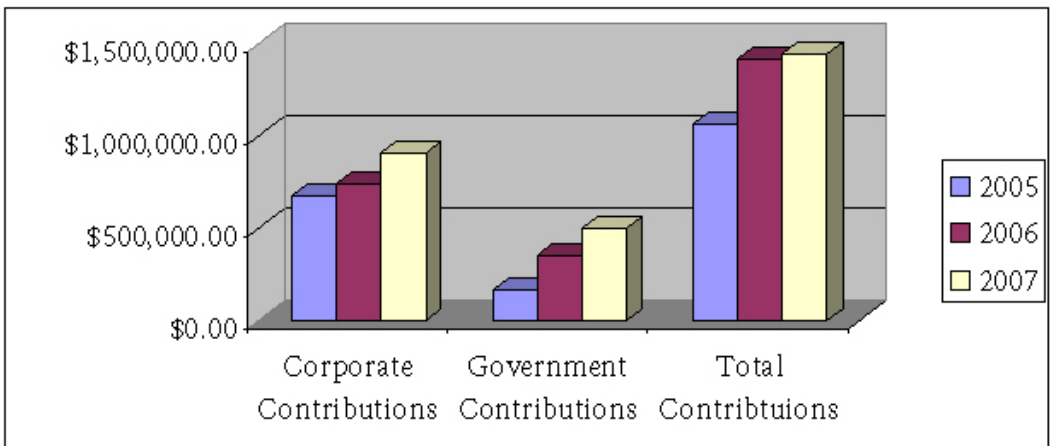
This method proved highly successful in FY 2007 and involved partner-specific projects with measured impact.

## How Does MEI Use Contributions?

For every dollar that MEI raises, 83 cents is allocated back to programming and services. This enables MEI to host world-class events and invite experts from around the globe on subjects critical to today's Middle East. MEI provides a forum for a wide range of views — from MEI briefings in the halls of Congress, where the late Benazir Bhutto pushed for democracy in Pakistan, to the National Press Club where the controversial Tariq Ramadan captivated and challenged the audience via a video link.

- In FY 2007, MEI raised \$1,448,611.17 in contributions, an increase of 2.1% from FY 2006.
- MEI expanded its corporate donor revenue in FY 2007 by 15% from the previous year. Increasing the corporate donor base enables MEI to achieve its strategic goals and plan for the future.
- The increased recognition and appreciation of MEI's mission has been reflected in the rapidly expanding corporate support from within the region itself.

Thanks to committed donors, MEI remains unparalleled when it comes to providing balanced yet critical analysis of regional issues.



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# Financial Statement

December 31, 2007 and 2006	2007	2006
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash and cash equivalent	\$1,054,496	\$1,206,679
Board designated cash	144,820	81,958
Total cash and cash equivalents	<u>1,199,316</u>	<u>1,288,637</u>
Certificate of deposit	106,986	101,804
Accounts receivable	4,543	18,290
Prepaid expenses	<u>37,859</u>	<u>46,686</u>
Total current assets	<u>1,348,704</u>	<u>1,455,417</u>
<b>Property and Equipment</b>		
Property and equipment, net	898,290	805,096
<b>Other Assets</b>		
Investments	2,295,263	2,005,165
Security deposit	<u>200</u>	<u>12,000</u>
Total other assets	<u>2,295,463</u>	<u>2,017,165</u>
<b>Total Assets</b>	<u><u>\$4,542,457</u></u>	<u><u>\$4,277,678</u></u>
<b>LIABILITIES AND NET ASSETS</b>		
<b>Current Liabilities</b>		
Accounts payable	\$32,351	\$23,956
Accrued expenses	69,772	103,776
Deferred revenue	<u>141,849</u>	<u>152,044</u>
Total current liabilities	<u>243,972</u>	<u>279,776</u>
<b>Net Assets</b>		
Unrestricted net assets		
Undesignated	1,536,984	1,674,262
Board designated	<u>2,440,083</u>	<u>2,087,123</u>
Total unrestricted net assets	<u>3,977,067</u>	<u>3,761,385</u>
Temporarily restricted net assets	<u>321,418</u>	<u>236,517</u>
Total net assets	<u>4,298,485</u>	<u>3,997,902</u>
<b>Total Liabilities and Net Assets</b>	<u><u>\$4,542,457</u></u>	<u><u>\$4,277,678</u></u>



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George N. Attiyeh<sup>†</sup>

## LIBRARY COMMITTEE

Ruth Baacke  
Susan Ball  
Betsy Folkins  
Anne B. Keiser  
Thomas W. Lippman  
David Mack  
Chris Murphy  
Richard B. Parker  
Milton Viorst

# STAFF AS OF DECEMBER 2007

## EXECUTIVE AND ADMINISTRATION

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President  
David Mack,  
Vice President  
Alix H. Kauffman,  
Vice President for  
Administration  
BJ Kang,  
Controller  
Kelly Davies,  
Director of  
Development  
Setara Ahmad,  
Development and  
Executive Assistant  
Howard Fleming,  
Director of Information  
Technology  
Brad Weikel,  
Webmaster  
Roy Dunn,  
General Services  
Officer

## PUBLICATIONS

Michael Collins Dunn,  
Editor  
Adam Mendelson,  
Managing Editor  
John Calabrese,  
Book Review Editor  
Naomi S. Stone,  
Assistant Editor  
Nancy C. Wood,  
Publications Assistant  
Lisa Jacqueline Barr,  
Circulation Assistant

## LIBRARY

Simon Braune,  
Librarian

## LANGUAGES AND REGIONAL STUDIES

Shukri Abed, Chairman  
Farinaz Firouzi,  
Language Officer  
Kelly Parpovic,  
Language Assistant

## INSTRUCTORS

### Arabic:

Samir Abdel-Latif  
Atef Abdelmalak  
Shukri Abed  
Ishmael Aja  
Mike Bland  
Mohamed Gorram  
Noureddine Jebnoun  
Yehia Mohamed  
Nicole Petsel  
Nawar Saddi  
Loubna Salagh-Massey  
Awatef Samaan  
Arwa Sawan  
Leila Tarazi  
Jennifer Tobkin  
Paul Wulfsberg

### Hebrew:

Shira Efron  
Joshua Goodman

### Persian:

Beeta Beladi  
Farinaz Firouzi  
Mehrdad Froozan  
Houman Fathi Seyson

### Turkish:

Esra Oden  
Muge Oruc

## Regional Studies:

Paul Scham

## PROGRAMS (CONFERENCES AND SEMINARS)

J.F. Hulston,  
Deputy Director

## COMMUNICATIONS AND OUTREACH

Laurie Kassman,  
Director  
Stephanie Richardson,  
Communications and  
Outreach Officer

## SQCC

Elizabeth McKune,  
Executive Director  
Mubarak Al Busaidi  
Deputy Director  
(Muscat)  
Julie Younes  
Assistant to the  
Director

## New Staff as of April 2008

Dr. Michael Ryan,  
Vice President  
Alexia von Lipsey,  
Executive Director, Programs and Strategy  
Chad Hope,  
Program Officer, SQCC  
Helen Welch,  
Language Assistant

## 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.”*



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