



Middle East Institute

2021 Annual Report



PEACE
PROSPERITY
PARTNERSHIP





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Letter from the Chairman

“Our doors are open to you, as are our minds to new points of view. Be an active part of excellence, contribute to a higher cause.”

Pausing and reflecting on the Middle East Institute after celebrating its 75th year, it would be easy to be content that MEI has achieved the design goals of its founders, its presidents, and the scores of governors who have served it. It has become the country's preeminent think tank on the region stretching from Morocco to Pakistan, combining research and analysis with arts and culture, training, and education. Yet we can do more, building additional programs in each of the Institute's three organizing pillars: Policy, Education, and Arts & Culture.

Today, the Policy Center is home to 25 resident and 175 non-resident scholars, who produce independent, impartial, non-partisan research and analysis, a rare commodity in Washington. MEI scholars are sought out by the media, Congress, and the Executive Branch for their in-depth historical understanding and their up-to-the-minute knowledge of complex problems in the region. And MEI has a rare ability to be the convener for experts and government officials from around the world, a trusted host for dialogue impossible almost anywhere else.

In addition to highly respected country-focused scholars and programs, the Institute now offers cross-cutting analysis in contemporary challenges including energy, climate change, cyber security, radicalization, and counter-terrorism.

MEI's think tank has brought its programming to other cities, both in the US and abroad, but we need to do more to share the wealth of insights from our

scholars. Some of that sharing can be online, but some should be in person around the country. The scholars, in turn, also need to be able to travel more often outside the US, to the countries and regions in which they specialize.

The Arts & Culture Center has brought an exciting array of contemporary art from the region to our own Dupont neighborhood gallery, including paintings, photography, and mixed media. There is a strong interest in Washington for more and more frequent programming in the MEI Art Gallery. And as with the think tank, MEI's Arts & Culture Program needs to take its show on the road more often, in cooperation with museums and galleries across the country and in the region.

The Education Center includes much of what makes the Institute unique. Professional, accredited instruction from entry- to advanced-level work in Hebrew, Arabic, Turkish, Farsi, and other regional languages has always been central to MEI and is now also offered online. The Institute's Library is a rare gem, with unique offerings, ancient and new, just across the Campbell Courtyard from our main building. The education of the next generation of regional policy makers and scholars often starts at MEI in the long standing, year-round Intern Program. And the think tank's venerable *Middle East Journal* remains a cherished forum for leading academics.

Educational programming should also reach beyond the walls, not just through online language classes, but through multimedia classes utilizing the expertise of our scholars and other experts. Our



interns are paid a small stipend, but not enough for many highly qualified students to come to Washington for a semester. We need to expand that opportunity, to make it available regardless of income level.

And that is where you can be a bigger part of the work. Attend our frequent forums, participate in webinars, visit the Gallery, borrow a book from the Library, study a language, sponsor an MEI intern for a semester, connect the Development team to corporate or institutional donors. Membership in MEI is not intended to be a passive experience. Our doors are open to you, as are our minds to new points of view and our endowment funds to contributions of any size. Be an active part of excellence, contribute to a higher cause, help us to promote peace and prosperity through awareness, understanding, and dialogue.

Richard A. Clarke
Chairman, Board of Governors

Letter from the President

In 2021 the Middle East Institute celebrated its 75th anniversary. Throughout, MEI has remained steadfast in its commitment to furthering an understanding between the people of the US and the Middle East, in an effort to build longstanding peace, prosperity, and partnership.

This was a mission conceived by our founder George Camp Keiser in 1946, at a time when the international community was recovering from the horrors of two World Wars and the Middle East was a battleground for receding and emerging global powers. It was his hope that cultivating greater understanding amongst people might lead to stronger, healthier relationships, built on mutual respect.

Today we find ourselves in a geopolitical environment not dissimilar to that of our founder, as global politics affect the everyday lives of people across the world. The Middle East is once again in the crosshairs of these dangerous dynamics. It is therefore imperative that we rise to the challenge and continue to fulfill our mission of understanding.

In 2021, our Policy Center launched three new programs, bringing the total to 18, undertook research on fast-moving regional developments, and produced forward-looking policy ideas to reduce conflict and enhance human security.

During critical regional moments, such as the Gaza conflict in May, the Iranian presidential elections in June, and the US withdrawal from Afghanistan in August, MEI scholars published timely and impactful policy research, held engaging virtual panel discussions, and met with senior officials, private-sector leaders, and key members of civil society to discuss and suggest a way forward.

Meanwhile, our programs on Strategic Foresight, Cyber Security and Emerging Technologies, and Defense and Security hosted international conferences convening senior experts from around the

world to discuss regional trends, including climate change, energy transitions, new technologies, and security strategy.

The work of our Policy Center was complemented by MEI's commitment to arts, culture, and education. Despite the pandemic, the MEI Art Gallery hosted three unique exhibitions highlighting the work of Syrian, Emirati, and Arab-American diaspora artists. Our Library, which worked hard to remain open by appointment, continues to host one of the largest collections of rare Middle East manuscripts in Washington, DC. Our language classes, which moved online in 2020, attracted international students, while the *Middle East Journal* continued to publish quarterly issues, giving voice to rising academics and professionals from around the world.

The future for the Middle East remains uncertain, even worryingly so. But promoting peace, prosperity, and partnership through renewed understanding and dialogue is the best path to facing down challenges and building on opportunities. As MEI continues to grow, it remains our duty to excel in the fulfillment of this mission as we look past our 75th year toward our centenary.

Paul Salem
President and CEO



“Promoting peace, prosperity, and partnership through renewed understanding and dialogue is the best path to facing down challenges and building on opportunities.”

2021 LEADERSHIP



Dr. Paul Salem
President and CEO



Amb. Gerald Feierstein
Senior Vice President



Tamara Kalandiya
*Vice President of Finance
and Administration*



Brian Katulis
Vice President of Policy



Kevin Cowl
*Vice President of
Development*



Kate Seelye
*Vice President for Arts and
Culture & Communications*

36
Staff

24
*Language
Instructors*

26
*Resident
Scholars*

166
*Non-Resident
Scholars*

70
Interns

BY THE NUMBERS

#1 Ranked

Middle East-focused think tank
in the United States

(UPenn's Go-To Think Tank Index)

\$7,347,000
Total Budget

95,493

Twitter Followers

(Largest for a Middle East-focused think tank)

149

Public
Events

862

Media
Mentions

22,188

Facebook
Followers

11,836

YouTube
Subscribers

4.2 Million

Website Pageviews
(32% increase from 2020)

4,915

Instagram
Followers

63,000

Newsletter
Subscribers

ABOUT THE INSTITUTE

Founded in 1946, the Middle East Institute is the leading Washington-based institution dedicated solely to the study of the Middle East. It is a non-partisan think tank providing expert policy analysis, education and professional development services, as well as a hub for engaging with the region's arts and culture.



OUR MISSION

To increase knowledge of the Middle East among citizens of the United States and to promote a better understanding between the people of these two areas



Policy Impact

Generating analysis, convening experts, and providing insight that helps decision makers in Washington and around the world craft foreign policies that prioritize peace, prosperity, and partnership.

An Integrated Think Tank for the 21st Century

MEI is leading the way for a new kind of think tank: one that thrives at the intersection of policy, education, and culture. Our centers reflect a dedication to promoting a more comprehensive understanding of a complex region.

Cultural Diplomacy

Showcasing the often-overlooked cultural depth of the Middle East, and forging indelible bonds through the power of music, performance, and the arts.

Education

Teaching and mentoring the next generation of policy makers to think critically about the region and engage holistically with its peoples, languages, cultures, histories, and identities.

POLICY CENTER

The hub for MEI's expert analysis on political, social, and economic developments in the Middle East.

MEI's Policy Center expanded in 2021, adding a Vice President of Policy and three new research programs, helping to deepen MEI's analysis of the breadth and scope of the Middle East and its complexities.



2021 BY THE NUMBERS

18
Policy Programs

494
Original Publications

26
Resident Scholars

223
Blog Posts

166
Non-resident Scholars

80
Podcasts

149
Panels & Webinars



NEW PROGRAMS AND SCHOLARS



Brian Katulis, Vice President of Policy

Brian joins us from the Center for American Progress (CAP), where he built the Center's Middle East program and worked on broader issues related to US national security. Brian lived and worked in Jordan, Egypt, and the West Bank and Gaza Strip, and over the years he has built a strong network of relationships across the Middle East and North Africa. In his work with CAP, he produced a series of influential policy reports that impacted the Middle East policy debate and worked to build relationships with an inclusive and diverse set of scholars and foreign policy practitioners in the United States and around the world.

Economics and Energy Program

The Program on Economics and Energy seeks to advance understanding of the impact of a global energy transition away from hydrocarbons for traditional oil and gas exporters of the Middle East. The program also investigates the economic divergence between oil and gas exporters and importers across MENA, the role of foreign aid and investment, remittances, and changing labor markets across the region.



Director, Economics and Energy Program

Karen Young

Young was previously a resident scholar at the American Enterprise Institute, focusing on the political economy of the Middle East and the member states of the GCC. She has taught courses at George Washington University, the Johns Hopkins School of Advanced International Studies, and at the US Department of State Foreign Service Institute.

North Africa and the Sahel Program

This region's shared linguistic, ethnic, and historical ties to its neighbors across the Red Sea make it an integral part of the broader region. The North Africa and the Sahel Program was established to map the evolving internal social, political, and economic dynamics of the countries within it, and draws attention to their growing geopolitical significance.



Director, North Africa and the Sahel Program

Intissar Fakir

Fakir has written extensively on North Africa's evolving politics, including Islamist electoral politics in post-2011 Morocco and Tunisia, the Western Sahara issue, foreign policy priorities in Morocco and the broader region, and the impact of COVID-19 on regional political stability.

Climate and Water Program

Climate change is a global threat, and the Middle East experiences its effects in numerous and significant ways. Water shortages, record-high temperatures, and severe weather patterns have put human security at risk, forcing governments in the region and beyond to adapt. The Climate and Water Program studies the geopolitical impact of climate change on the Middle East, with an emphasis on water resources management, sustainability, and the environment.

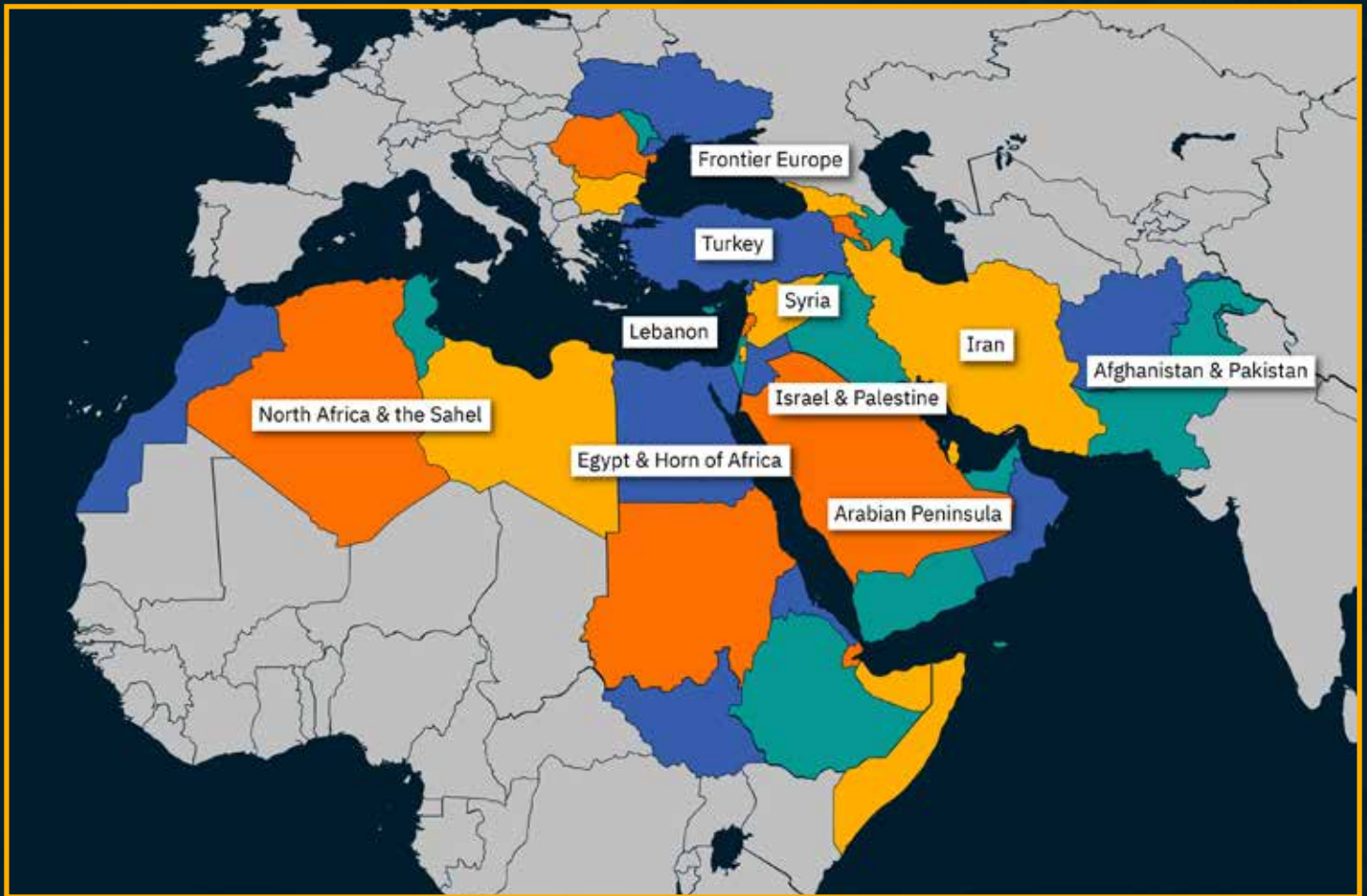


Director, Climate and Water Program

Mohammed Mahmoud

Mahmoud's areas of expertise include climate change adaptation, water policy analysis, and scenario planning. Previously, he was a senior policy analyst with the Central Arizona Water Conservation District. In addition, he is a faculty associate with Arizona State University.

COVERING EVERY CORNER OF THE REGION



The Middle East region spans three continents and includes dozens of states, each with their own unique history, culture, and political structure. MEI's resident scholars lead research programs focusing on each geographic area within the Middle East.

MEI's scholars have first-hand experience living and working in every part of the region. They are assisted by hand-picked advisory councils and teams of non-resident scholars whose networks provide opportunities for bi-lateral dialogue, cooperation, and understanding between

the peoples of the United States and the Middle East.

These programs approach every state in the Middle East from a unique, holistic perspective, and tackle difficult questions about political, economic, and social developments from domestic, international, and global angles. The result is unparalleled written analyses read by millions across the world, and expert convenings of leading decision makers that have a lasting positive impact on US-Middle East policy in every corner of the region.



Afghanistan & Pakistan Studies

Marvin G. Weinbaum

MEI's Afghanistan and Pakistan Studies Program aims to advance a balanced and realistic understanding of the politics, economy, society, and foreign policy of these two countries. It works with scholars to produce original research, sponsor lectures, write opinion pieces, and provide expert analysis with the goal of promoting knowledge about Afghanistan and Pakistan among the American public and within policy-making circles. In 2021, the program provided in-depth analysis of the US withdrawal from Afghanistan and the implications for the country's future, hosting numerous events, including an exclusive session with former US Ambassador to the UN and US Special Representative for Afghanistan Reconciliation Zalmay Khalilzad.



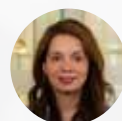
USAF aircraft takes off from the airport in Kabul on August 30, 2021



Arabian Peninsula Affairs

Gerald Feierstein

MEI's Arabian Peninsula Affairs Program aims to enhance US understanding of the major issues and opportunities in front of the six members of the Gulf Cooperation Council, which are key political, security, and economic partners of the United States. It is a hub for analysis of developments within the GCC and the broader region, including Iran, Yemen, and the Gulf and Red Sea littorals. In 2021, the program hosted dozens of events with experts and officials and published numerous op-eds and analyses, putting it at the forefront of leading discourse on the Arabian Peninsula.



Frontier Europe Initiative

Iulia-Sabina Joja

MEI's Frontier Europe Initiative explores interactions between Middle East countries and their Frontier Europe neighbors — the parts of Eastern Europe, Central Asia, and the Caucasus, which form a frontier between Western Europe, Russia, and the Middle East. The program aims to develop a greater understanding of the interplay between these strategic regions by examining the growing energy, trade, security, and political relationships among them. In 2021, the program focused on the Black Sea's geopolitical, economic, and environmental developments, hosting government officials and leaders in private enterprise across the Black Sea region to provide expert analysis.



Egypt

Mirette Mabrouk

MEI's Egypt Program looks at the country's security, economic, and political developments. It seeks to examine Egypt's domestic developments and regional role through research, private roundtables, and public events, while highlighting its uniquely non-partisan position as a draw for NGOs, academics, and high-ranking officials. In 2021, the program focused on foreign relations with the US, domestic affairs, and Egypt's history, publishing numerous papers and hosting events on topics including climate change and the leadup to COP27, women's rights within Egypt, and the geopolitical relationship between Egypt and its African neighbors.



Iran

Alex Vatanka

MEI's Iran Program covers Iranian domestic politics, civil society and social trends, and Tehran's soft- and hard-power approach to geopolitical competition with other regional states through research, articles, papers, and public and private events. In 2021, the program continued to publish expert analysis on a range of key issues both within Iran and the wider region. It also provided day-by-day analysis on the US withdrawal from Afghanistan, and the knock-on effects this had on Iranian decision-making in the region writ large.



The destroyed grain silos at the Port of Beirut in Lebanon, on July 19, 2021.



Lebanon

Christophe Abi-Nassif

MEI's Lebanon Program seeks to inform and advance the policy conversation on Lebanon in the United States and globally. The program particularly focuses on investigating and promoting viable paths forward for Lebanon as it battles through one of the darkest periods in its 100-year modern history. In the fall of 2021, as Lebanon's new government finally took shape after months of stagnation, MEI's Lebanon Program published analyses and hosted panels to tackle some key questions surrounding the new cabinet and what it might mean for future reforms.



Middle East-Asia Project (MAP)

John Calabrese

MAP explores the multidimensional relations between the Middle East and Asia through scholarly analysis of cross-regional economic, political, security, and social/cultural interactions and their implications. It seeks to foster collaborative research on these issues through building an online community of experts and forging institutional partnerships. Recent MAP publications revolved around China's Middle East strategy and the shared relationship economically, geopolitically, and technologically. The program emphasizes Asia's role in an ever-evolving Middle East region.



Palestine & Palestinian-Israeli Affairs

Khaled Elgindy

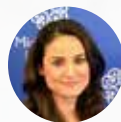
The Program on Palestine and Palestinian-Israeli Affairs examines the future of Palestinian politics and the Palestinian national movement as well as the prospects for a peaceful resolution to the Israeli-Palestinian conflict and the role of the conflict in the stability of the broader Middle East. In May 2021, the Palestine program offered day-by-day analysis of the Gaza conflict. Scholars from the program regularly appeared on national and international television to provide key insight to audiences across the world.



Syria

Charles Lister

MEI's Syria Program provides insightful and grounded research and analysis on all things Syria in order to better inform a wide range of audiences and to help sustain and shape a more meaningful policy-oriented discussion. Drawing on the expertise of over a dozen renowned scholars, the Syria Program covers all aspects of Syria and its ongoing crises — from political, economic, legal, social, ethnic and religious dynamics, to conflict, insurgency and terrorism, and the country's history and possible futures.



Turkish Studies

Gönül Tol

Established in 2009, MEI's Turkish Studies Program seeks to highlight and analyze political, economic, and social developments in Turkey through scholarly research and public events. It organizes an annual conference featuring leading experts and policy practitioners from Turkey, the United States, and the European Union. In 2021, MEI's Turkish Studies Program launched a series called *Turkey Beyond: Trends and Drivers Shaping a Nation in Transition* that seeks to tackle many of the domestic and international developments that influence decision-making for an emerging middle power.

2021 MEDIA IMPACT

UNPARALLELED EXPERTISE

With nearly **200 scholars** and **18 policy programs**, MEI houses a powerhouse roster of expert voices frequently quoted in the news for their deep and nuanced knowledge of the countries and issues shaping the Middle East.



2021 BY THE NUMBERS

549

Media Quotations

86

Op-ed Placements

51

TV Appearances

48

Radio Interviews

HIGHLIGHTS

CNN: “Ethnic Clashes Rock Jewish-Arab Cities in Israel”
Khaled Elgindy | May 13

Foreign Policy: “Iran’s Biggest Problem is Water”
Alex Vatanka | May 25

Los Angeles Times: “Trump’s Favorite Dictator is Now Biden’s Burden”
Mirette Mabrouk | June 9

Washington Post: “Amid Strained U.S.-Turkey Relations, Biden and Erdogan To Meet on Sidelines of NATO Summit”
Gönül Tol | June 13

New York Times: “Behind the Clash at OPEC: Growing Competition in the Gulf”
Karen Young | July 6

NPR: “As The Taliban Move Through Afghanistan, U.S. Envoy Scrambles To Salvage Peace Talks”
Marvin Weinbaum | August 10

Wall Street Journal: “Extremists Celebrate Taliban Takeover of Afghanistan on Social Media”
Charles Lister | August 17

Fox News Channel: “State Department Says There’s A Real Possibility of an ISIS-K Attack”
Charles Lister | August 25

TIME Magazine: “Biden Must Keep U.S. Operatives in Afghanistan To Enable the Counterterrorism Mission”
Bilal Saab, Mick Mulroy | August 23

MSNBC: “Live on Katy Tur Reports”
Douglas London | August 25

Bloomberg: “Morocco’s Islamists Are the Latest in Region to Feel Voters’ Ire”
Intissar Fakir | September 8

New York Times: “With Fuel from Iran, Hezbollah Steps In Where Lebanon Has Failed”
Jessica Obeid | September 16



Bloomberg



FOREIGN AFFAIRS

Los Angeles Times



The Economist



The Washington Post

The New York Times

THE WALL STREET JOURNAL



TRACKING REGIONAL AND GLOBAL TRENDS

Understanding the Middle East requires insight into the trends and themes that transcend any one nation's borders. Increasing human security, taking advantage of emerging technology, and implementing effective energy transition strategies are just a few examples of the many new challenges that face the region as a whole.

MEI's thematic programs shed light on some of the most pressing issues that affect the region today and explore how they might impact future generations. Our team of resident scholars includes some of the most experienced economists, scientists, and negotiators in the world, with years of experience analyzing and working in

the region. With the help of their first-class advisory councils and non-resident scholars, these programs produce some of the most in-depth and cutting-edge research in the world on the macro trends shaping the Middle East.

Our programs address many complicated challenges that pose serious threats to the region, but they also observe how these challenges create opportunities for bolstered international cooperation, development, and diplomacy. The analyses produced by these programs inform leaders in the private and public sectors and identify opportunities for the region to adapt, develop, and collaborate in sustainable and innovative ways.





Conflict Resolution and Track II Dialogues

Randa Slim

When conventional diplomacy is challenged by domestic and international politics, Track 1.5-2.0 dialogues help maintain lines of communication on issues critical to inter-state relationships and provide platforms for independent, open discussion on political and security issues with participants from the public and private sectors. The Conflict Resolution and Track II Dialogues Program hosts three Track II Dialogues annually. The Middle East Dialogue, which brings together policy makers, academics, and experts from across the MENA region, including the Gulf states, Egypt, Iran, Iraq, Jordan, Lebanon, and Turkey, runs parallel to two separate Dialogues that convene stakeholders with material investment and involvement in the region, namely the United States, Russia, and Turkey, in separate spaces. These three concurrent Dialogues seek to inform each other, and provide spaces for analysis and problem solving.



Countering Terrorism & Extremism

Charles Lister

MEI's Countering Terrorism and Extremism Program seeks to generate a more locally-rooted understanding of the threats and challenges of today and tomorrow — grasping where they come from and why they come about, and most importantly, how to more effectively and sustainably defeat them. In 2021, the program created the Recrudescence Project, a policy-focused initiative between MEI, the Center for National Security (Fordham University), and the Combatting Terrorism Center (West Point) to research ISIS and offer policy recommendations on how to suppress future jihadism.



Iranian people wait to receive a dose of a new coronavirus disease vaccine during the mass general COVID-19 vaccination in the Iran Grand Bazaar, Iran Mall, in western Tehran, August 17, 2021.



Cyber Security and Emerging Technology

Eliza Campbell

MEI's Cyber Security and Emerging Technology Program studies the intersection of technology, security, and governance in the Middle East, with a particular focus on cyberwar, international security, foreign relations, privacy, disinformation, and human security. The program seeks to establish a greater understanding of cybersecurity issues among Middle East experts, and to examine how the cyber domain will impact the future of the region. In 2021, the program launched a Cyber Study Group, which convenes quarterly to discuss recent cyber developments in the region as well as explore possible collaborations between think tank experts and officials.



Defense and Security

Bilal Y. Saab

MEI's Defense and Security Program provides rigorous and multidisciplinary analysis of the current and emerging defense and security challenges and opportunities facing the United States and its regional partners. It also works to create a unique, credible, and independent platform for defense and security stakeholders from both the United States and the region to more closely interact, exchange views, and share experiences regarding various matters of national security. In 2021, the program held its first MEI-CENTCOM conference, a virtual two-day event. Noteworthy panelists included CENTCOM Commander Gen. Kenneth F. McKenzie Jr. and former CENTCOM commanders Gen. (ret.) Joseph Votel and Gen. (ret.) Anthony Zinni.



Strategic Foresight Initiative

Steven Kenney

MEI's Strategic Foresight Initiative examines key drivers of change in the region, developing and assessing alternative scenarios across a wide range of issues and topics. The program employs a broad range of strategic, creative, and methodologically rigorous techniques to evaluate policies, risks, and opportunities to help decision makers in the region and the US chart courses forward that can lead to preferred MENA futures. In 2021, MEI held its inaugural Middle East Futures Forum with *Foreign Policy* magazine serving as media partner. This four-day virtual conference brought together experts and practitioners at the cutting edge of finance, energy, technology, and defense in the US and Middle East to examine major trends and drivers that will shape the region for years to come.

2021 HIGHLIGHTS



MEI@75
Peace. Prosperity. Partnership.

May 8, 2021, marked the official 75th anniversary of the Middle East Institute's founding in 1946. MEI marked the occasion by releasing an updated written history featuring rarely seen archival materials from its early years, preserved by the Oman Library.



MEI recognized **H.E. Yasir Othman Al-Rumayyan** with the Distinguished Global Leadership Award. The MEI Visionary Award went to Afghan women's rights activist **Fawzia Koofi**, and the Issam M. Fares Award for Excellence was awarded to the Lebanese diaspora philanthropic organization **LIFE**.



The **Cyber Security and Emerging Technology Program's second annual conference** investigated the radical changes that cyberspace has brought to regional society and interstate relations in the Middle East.



The inaugural **Middle East Futures Forum**, held in October 2021, featured four days of panels and interactive events led by today's leading thinkers on the forces that will shape the region over the next 5-10 years, including in the fields of economics, finance, energy, technology, and cyber security.



The inaugural **MEI-CENTCOM conference** featured seven virtual panels over two days as well as a keynote address by **General Kenneth F. McKenzie, Jr.**, Commander of U.S. Central Command, and closing remarks by **Vice Admiral James Malloy**, Deputy Commander of U.S. Central Command.

MAJOR PUBLICATIONS



VIEWPOINTS

The Biden administration and the Middle East: Reflecting on the first 100 days

April 28, 2021 | Various Authors



VIEWPOINTS

The Crisis in Afghanistan

August 13, 2021 | Various Authors



REPORT

Alternative Futures for the Black Sea Region

March 4, 2021 | Steven Kenney



BRIEFING

The Arab Spring a decade on

January 14, 2021 | Various Authors



REPORT

Thinking MENA Futures: The Next Five Years and Beyond

October 7, 2021 | Various Authors



BOOK

Past as Prologue: Revisiting Bernard-Henri Lévy's 2002 Report on Afghanistan

July, 2021 | Bernard-Henri Lévy

ARTS & CULTURE

MEI's Arts & Culture Center facilitates cross-cultural understanding by promoting the work of Middle Eastern artists, hosting them in conversation, and connecting them with American counterparts.

MEI's Arts & Culture Center elevates the voices of the region's artists, writers, and filmmakers, **providing a platform for inclusive dialogue to foster cross-cultural understanding** and communication between the Middle East and the United States.



2021 ART EXHIBITIONS

In This Moonless Black Night: Syrian Art After the Uprising

CURATED BY MAYMANAH FARHAT

In This Moonless Black Night: Syrian Art After the Uprising marked the 10-year anniversary of the Syrian Revolution by showcasing leading Syrian contemporary artists whose work explores the conflict, trauma, and hope of the past decade through the experiences of ordinary Syrians.



Converging Lines: Tracing the Artistic Lineage of the Arab Diaspora in the US

CURATED BY MAYMANAH FARHAT

Converging Lines: Tracing the Artistic Lineage of the Arab Diaspora in the US explored some of the aesthetic threads that connect the community of Arab diaspora artists whose contributions to American art have gone largely unrecognized. The artworks were linked by shared themes like exile, memory formation, changing identities, and the state of in-betweenness that often accompanies migration.



Between the Sky and the Earth: Contemporary Art from the UAE

CURATED BY MUNIRA AL SAYEGH

Marking the 50th anniversary of the founding of the United Arab Emirates, Between the Sky and the Earth: Contemporary Art from the UAE brings together 12 artists reflecting the diverse contemporary art ecosystem in the UAE today. With roots in the Gulf, the Levant, Southeast Asia, and the United States, the artists — all of whom now call the UAE home — challenge standard narratives about the Emirates through an intergenerational dialogue exploring their social, cultural, and natural landscapes.



EDUCATION

MEI's Education Center is home to the Languages and Regional Studies Department, the Middle East Journal, the Oman Library, and the Leadership Development Program, which equips the next generation of leaders with the skills necessary for international careers.

After successfully transitioning to virtual services during COVID-19, in 2021 MEI's Education Center prepared for the resumption of in-person and hybrid language learning. The Oman Library reopened for appointments, and the *Middle East Journal* expanded its marketing and outreach.

2021 BY THE NUMBERS

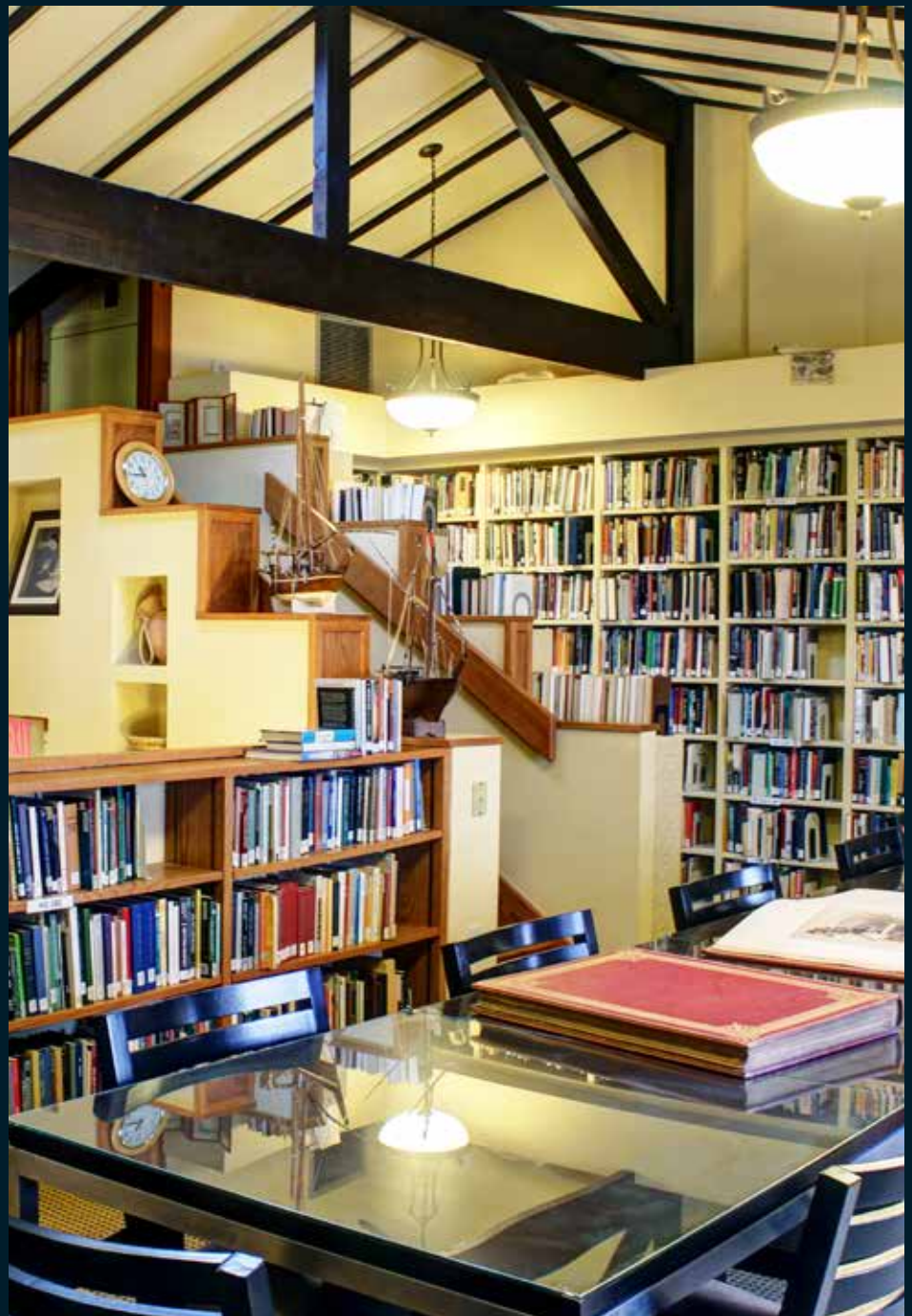
401
Language
Students

491k
Journal
Article
Downloads

2,097
Private
Tutoring
Hours

493
Library
Resources
Downloaded

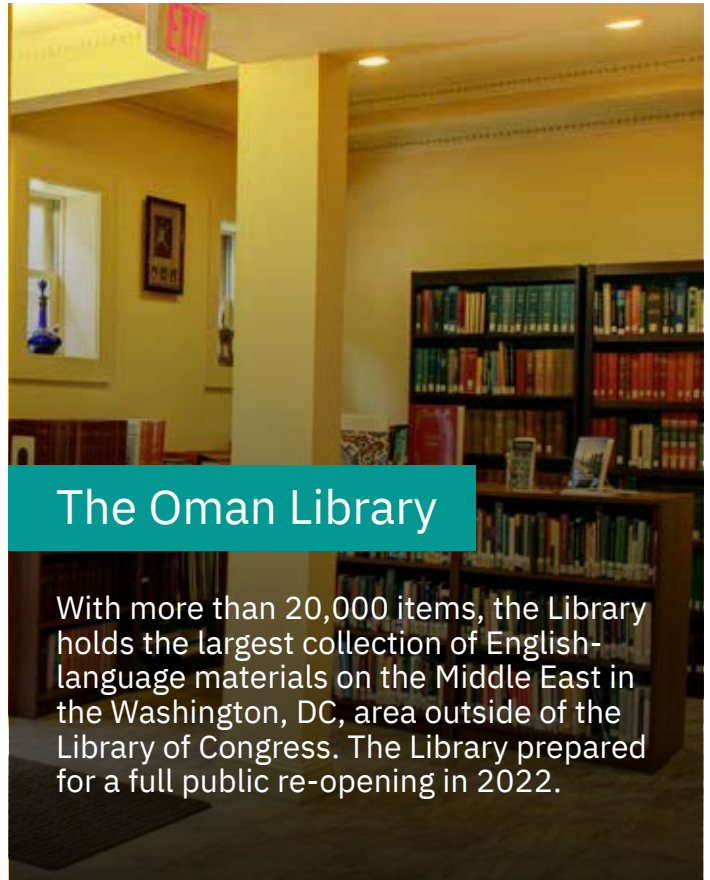
70
Interns
Trained





Languages

Expanding into virtual classrooms has created new opportunities for students to join from anywhere in the world. In 2021, the Education Center’s language program offered more classes to international students than ever before.



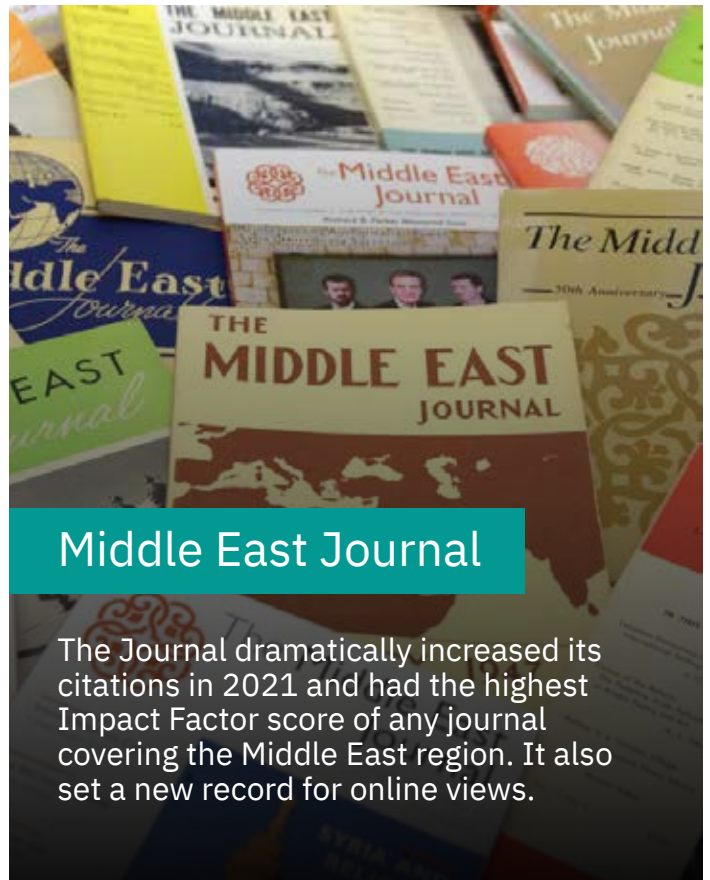
The Oman Library

With more than 20,000 items, the Library holds the largest collection of English-language materials on the Middle East in the Washington, DC, area outside of the Library of Congress. The Library prepared for a full public re-opening in 2022.



Internship Program

MEI provided valuable professional experience and skills training to over 70 interns and research assistants in 2021, including a growing number of international students as a result of remote work options.



Middle East Journal

The Journal dramatically increased its citations in 2021 and had the highest Impact Factor score of any journal covering the Middle East region. It also set a new record for online views.



2021 BOARD OF GOVERNORS

- RICHARD A. CLARKE** *Chair*
MARJORIE A. ADAMS *Vice Chair*
BRIAN C. HENDERSON *Vice Chair*
AMB. ROBERT JORDAN *Vice Chair*

- GEN. JOHN ABIZAID
 H.E. HUDA ALKHAMIS-KANOO
 PATRICK BARRY
 THOMAS J. CAMPBELL
 AMB. PAULA J. DOBRIANSKY
 ROBERT FARDI
 NIJAD I. FARES
 SAMIA FAROUKI
 AMB. JEFFREY FELTMAN
 FADI GHANDOUR
 GEORGE HOGUET
 JAMES K. HOLMAN
 KARL HOPKINS
 LOUIS R. HUGHES

- HUNTER HUNT
 ROBERT KAPLA
 ANNE B. KEISER
 DEBORAH LEHR
 MICHAEL LEVY
 JACK MOORE
 WALEED AL MOKARRAB AL MUHAIRI
 JAMES B. QUIGLEY
 GEORGE R. SALEM
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Financials

Year Ending December 31, 2021

ASSETS	2021	2020	2019
CURRENT ASSETS			
Cash and cash equivalents	661,531	2,079,706	301,604
Accounts receivable	128,247	78,244	133,536
Grants and contributions receivable	1,040,620	-	1,057,000
Prepaid expenses	78,453	80,869	56,912
Total Current Assets	1,908,851	2,238,819	1,549,053
PROPERTY AND EQUIPMENT, NET	14,457,316	14,855,580	15,080,572
OTHER ASSETS			
Investments in board designated account	12,494,035	11,116,442	11,020,136
Endowments	4,720,058	4,285,546	3,778,591
Investments in beneficial interest in perpetual trust	1,457,951	1,366,208	1,305,032
Total Other Assets	18,672,044	16,758,196	16,103,759
TOTAL ASSETS	35,038,211	33,862,595	32,733,383
LIABILITIES AND NET ASSETS			
Current Liabilities	1,016,993	1,560,260	1,570,758
Long-Term Liabilities	1,523,285		
TOTAL LIABILITIES	2,540,278	1,560,260	1,570,758
NET ASSETS	32,497,933	32,302,328	31,162,626
TOTAL LIABILITIES AND NET ASSETS	35,038,211	33,862,595	32,733,383
REVENUE AND SUPPORT			
Contributions	3,379,162	2,689,539	2,605,796.5
Grants	1,243,987	1,871,687	502,737
Membership Dues	34,300	29,290	32,555
Center for Policy Studies	539,859	275,769	587,435
Center for Education	327,060	347,736	297,253
Interest and dividends, net	341,318	284,255	494,609
Rental and other income	96,527	54,561	41,609
TOTAL REVENUE AND SUPPORT	5,962,213	5,552,837	4,561,994
EXPENSES			
Program Services:			
Center for Policy Studies	3,899,992	4,028,470	3,166,091
Center for Arts & Culture	577,777	303,759	407,054
Center for Education	722,221	367,865	397,433
Communications	649,999	403,425	323,816
TOTAL PROGRAM SERVICES	5,849,989	5,103,519	4,294,394
SUPPORT SERVICES			
Fundraising	649,999	509,696	624,703
General and administrative	846,679	568,060	612,770
Total Support Services	1,496,678	1,077,756	1,237,473
TOTAL EXPENSES	7,346,667	6,181,275	5,531,867
CHANGE IN NET ASSETS FROM OPERATIONS	(1,384,454)	(629,475)	(969,873)
OTHER CHANGES	1,580,052	1,769,178	2,005,288
CHANGE IN NET ASSETS	195,598	1,139,432	1,035,415
NET ASSETS, BEGINNING OF YEAR	32,302,335	31,162,896	30,127,481
NET ASSETS, END OF YEAR	32,497,933	32,302,328	31,162,896

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