



LETTER FROM THE PRESIDENT

In 2012 the Middle East Institute maintained the high standard of excellence for which it is known through its timely policy programs, non-partisan analysis and publications, and critical language classes.

It was a year of continued growth for the Institute as we expanded our online presence through the launch of a new website and extended our global reach through innovative utilization of social media platforms like Twitter and Facebook. Our scholarly output was likewise robust and featured a policy paper on Iran and the introduction of a new and extremely relevant Middle East-Asia Project. Our flagship publication, *The Middle East Journal*, achieved a record number of electronic accesses in 2012. Program highlights for 2012 include a successful annual conference and several signature panels on the deepening crisis in Syria and the democratization process in Egypt.



As I believe the following report amply demonstrates, the Middle East Institute continues to be a leading resource, both in Washington and beyond the Beltway, for accurate, unbiased information on a region undergoing extraordinary change and unrest. Our success across a broad spectrum of activities is due in large part to the generosity of our members and corporate donors. Your support enables MEI to continue to fulfill its mandate to enhance understanding of the Middle East for policymakers, students, scholars, and everyone who comes through our doors, actual or virtual. Thank you.

Ambassador Wendy Chamberlin
President





A display of Moroccan babouches, Marrakesh

MEI TODAY

For more than 65 years, the **Middle East Institute (MEI)** has served as a forum for the exchange of information and ideas on a region of critical strategic and commercial importance to the United States.

The Middle East Institute encourages dialogue on key regional topics and seeks to inform the debate that surrounds them. To that end, as the Middle East continued to undergo dramatic change in 2012, MEI provided an environment in which to assess the repercussions of the 2011 uprisings as well as examine new developments taking place in the region.

In an era of political partisanship, MEI distinguishes itself by producing balanced, objective analysis and by actively engaging with analysts and scholars from the region to provide on-the-ground perspectives on current developments.



MEI 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.”



A Muslim Brotherhood election rally in Cairo, May 2012

OUR AUDIENCE

The Middle East Institute reaches a global audience. Through our programs and publications, we offer timely and thoughtful analysis of events and issues for government officials, diplomats, policy analysts, corporate executives, educators, students, and the interested public. An increasingly wide scope of program topics combined with a growing presence on social media enable MEI to continue expanding its audience.

PROGRAMS

The Institute offers year-round programming to packed audiences that tracks events unfolding in the Middle East. Programs range from book launches and roundtable discussions to policy workshops and diplomatic briefings.

No discussion of the Middle East can be meaningful without the participation of experts from the region. To that end, MEI invites a broad range of specialists from the Middle East and around the world to participate in its conferences and programs. The diversity of viewpoints helps our audiences come to a well-rounded understanding of events shaping the region.

The Institute hosted 38 policy-related panels and briefings in 2012 — more than three a month.

2012 HIGHLIGHTS

- Reflections on the Role of American Universities in the Middle East
- Containment: A Viable Strategy for Iran?
- Hamas's Shifting Political Calculations
- Is There a Political Solution to the Afghan Conflict?



ANNUAL BANQUET AND CONFERENCE

MEI's signature event in 2012, its 66th annual awards banquet and conference, "New Horizons, New Challenges: The Middle East in 2013," attracted over 700 people for discussions on Syria, Iran, and Egypt, with a particular focus on the tremendous changes underway in the region.

CONFERENCE PANELS INCLUDED:

- "U.S.-Mideast Diplomacy in Transition: New Era, New Principles"
- "Challenges Ahead for Egypt"
- "Syria and the Regional Implications of the Crisis"
- "After the U.S. Elections: What's at Stake for Iran?"

Egyptian Member of Parliament Amr Hamzawy speaks at MEI's annual conference.



OUR PROGRAMS DIRECTLY SERVE:

- Policymakers and government officials
- Corporate executives who rely on the Institute for expert political and economic analysis
- Area and language students
- Researchers who consult the collection in [The Oman Library at the Middle East Institute](#)

WORLDWIDE, OUR PROGRAMS ALSO BENEFIT:

- Readers who value the rigorous articles in MEI's quarterly peer-reviewed academic publication, [The Middle East Journal](#)
- A public that is exposed to our scholars' commentary through television, radio, print, and social media
- An international audience that visits our website daily or follows us on [Facebook](#) or [Twitter](#)

38 The number of policy-related events MEI held in 2012



SCHOLARS

MEI scholars bring decades of regional experience to informing the press, policy world, and general public about the Middle East.

In 2012, MEI's Scholar Program was comprised of 43 scholars, two of whom were in-house and one of whom was a diplomat-in-residence, **Ambassador Deborah Jones**. Ambassador Jones joined MEI after serving as U.S. ambassador to Kuwait. Non-resident scholars who joined MEI in 2012 include Pakistan expert **Arif Rafiq**, Gulf expert **Jean-François Seznec**, and Japanese diplomat **Naofumi Hashimoto**.



MEI scholars were quoted in the media an average of 67 times per month in 2012 by such major outlets as CNN, BBC, *Politico*, the *New York Times*, and NPR. In February 2012 alone, they were interviewed 90 times and submitted op-eds and analysis for publication by the likes of *Foreign Policy*, the *Washington Post*, and the *Atlantic*. Scholars were also invited to make 207 public appearances in 2012, speaking at such institutions as the U.S. Naval Academy, the Senate Committee on Foreign Relations, and the United Nations.

Ambassador Deborah Jones, Diplomat-in-Residence

MEI scholars met over the course of a day in August to discuss the issue of Iran's nuclear program within the framework of three policy scenarios: diplomacy, containment, and military action. The day's discussion culminated in a 6,500-word **policy paper** entitled "Prospects for U.S.-Iran Relations on the Nuclear Issue in the Year Ahead," which was disseminated widely in policy circles.

In 2012 MEI also launched the **Middle East-Asia Project (MAP)**, an initiative designed to promote awareness and understanding of the multidimensional relations between the Middle East and Asia by providing information and analysis on cross-regional economic, political, and sociocultural interactions and their implications. MAP seeks to foster collaborative research and other activities regarding Middle East-Asia relations through an online community of experts and institutional partnerships.

90 The number of times MEI scholars were interviewed in the media in February 2012



THE MIDDLE EAST JOURNAL

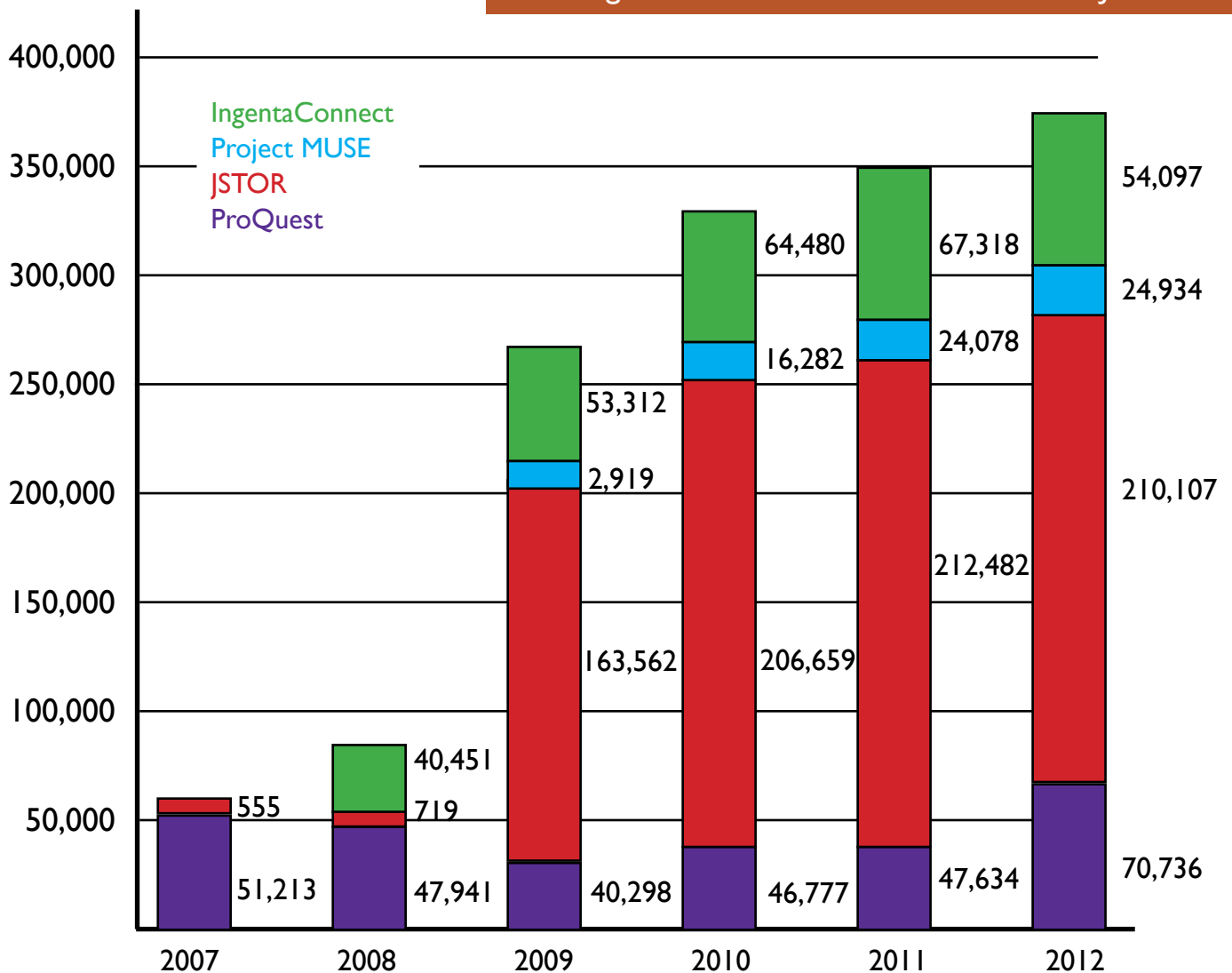
The Middle East Journal is the Institute's flagship publication. Published quarterly since 1947, the *Journal* is the longest-running peer reviewed journal in the United States devoted to the academic study of the Middle East. Featuring articles and policy essays by regional experts from around the world, 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 *Journal* is available in print and electronic formats, and issues dating back 65 years are accessible through Project MUSE, JSTOR, ProQuest, and IngentaConnect.

"...The Middle East Journal stands alone as the only publication in the field that is scholarly, readable, and relentlessly relevant..."

James Bill

The College of William and Mary

Total Significant Accesses of *The Middle East Journal*



1,000

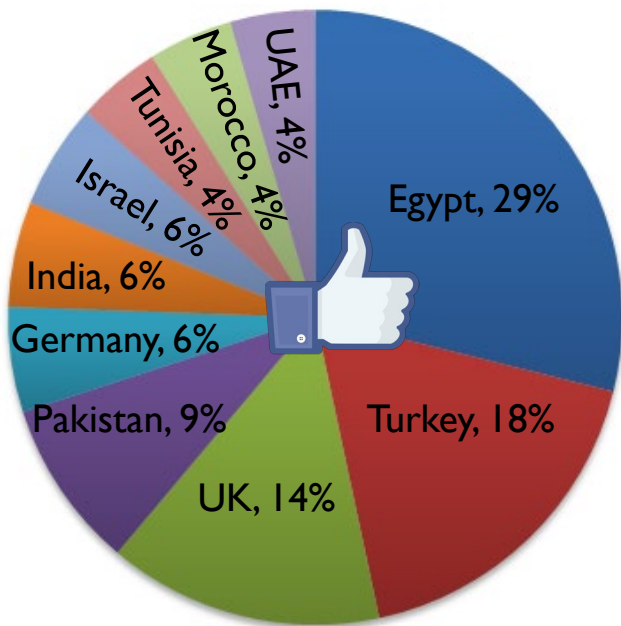
The number of times articles from *The Middle East Journal* are downloaded every day



ONLINE OUTREACH

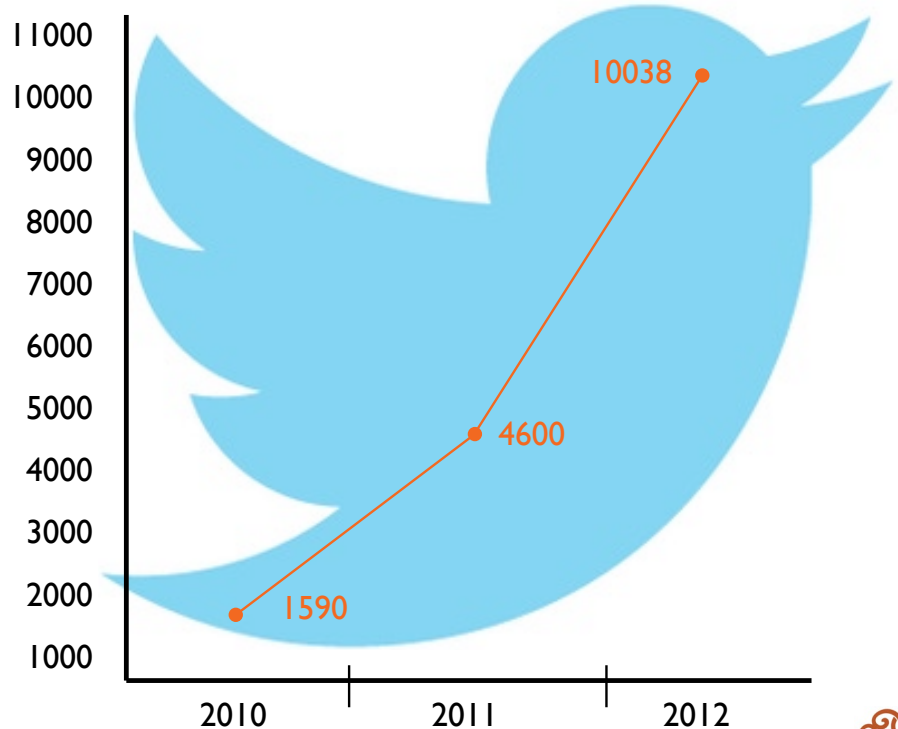
Through regular podcasts, event videos, scholarly research, and op-ed articles, MEI's website is a go-to resource for informed commentary and analysis. The website also integrates leading multimedia and social media platforms, connecting with visitors in new ways and allowing them to share content with their friends and followers. MEI's website enjoyed nearly 300,000 visits in 2012, up a third from the previous year, with users clicking in from nearly every country on the planet.

International "Likes" of MEI's Facebook Page 2012



The Institute's YouTube channel, Facebook page, and Twitter feed also reach an international and multigenerational audience. By the end of 2012, Middle East Institute events had received over 140,000 views via YouTube, and the [MEI YouTube channel](#) had almost 400 subscribers. MEI also doubled its following on Twitter—[@MiddleEastInst](#)—with over 10,000 followers by the end of the year.

Growth in Twitter Followers 2010 – 2012



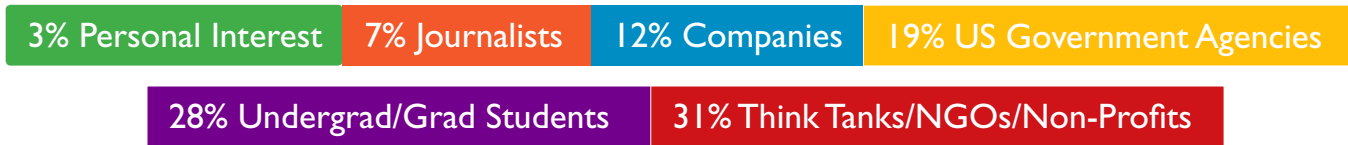
DEPARTMENT OF LANGUAGES

MEI's **Department of Languages** has been offering language instruction in the major languages of the Middle East for almost 60 years. Since first teaching Arabic to six students in the fall of 1953, MEI now offers a wide range of beginning, intermediate, and advanced courses in Arabic, Persian, Turkish, and Hebrew.



In 2012, more than 700 students enrolled in 112 language classes. Another 80 students clocked more than 2,000 hours of private instruction. Despite large enrollment, MEI maintains an average class size of only six students and features a staff of 20 experienced teachers and instructors, nearly all of whom are native speakers of the language they teach.

MEI's students come from a diverse mix of local universities, think tanks and NGOs, and government agencies, including the Department of Defense, the State Department, and the Federal Bureau of Investigation.



MEI'S LEADERSHIP DEVELOPMENT PROGRAM

Since as early as 1974 the Middle East Institute has offered university students and recent graduates opportunities to gain professional experience as interns with the organization before embarking on their careers. In addition, MEI's Leadership Development Program offers the Intern Development Series—interactive seminars and career-building workshops with Middle East specialists from the government, nonprofit organizations, the media, academia, and the private sector.

The Leadership Development Program is highly competitive. In 2012, 87 interns and research assistants were assigned to MEI's departments and scholars from a pool of 455 applicants. Among the colleges and universities they represented were Amherst College, Bowdoin College, Brown University, the University of Chicago, Georgetown University, Harvard University, Johns Hopkins University, Middlebury College, Williams College, and Yale University, as well as several international institutions.



Dubai's skyline

19.2 The percentage of applicants accepted into the MEI Youth Leadership Development Program in 2012



THE SULTAN QABOOS CULTURAL CENTER

The **Sultan Qaboos Cultural Center (SQCC)** adds a cultural dimension to the Middle East Institute's initiatives. It focuses on outreach and exchange programs, cultural partnerships, and education through online resources. The center's "Indian Ocean in World History" **website** offers free online lesson plans about the history of the Indian Ocean basin and averages 40,000 hits per academic year. It has been integrated into middle and high school curricula across the country. SQCC's many events in 2012 focused on bringing Omani culture to a broader U.S. audience through the sponsorship of permanent exhibitions, artistic endeavors, scholarly research, study abroad, and academic conferences.

In 2012, SQCC:

- Partnered with the University of Michigan's School of Education to host its **2012 annual conference**, "Education in Oman: Prospects and Challenges."
- Took part in National Geographic's Family Festival, setting up an information booth as well as a *majmar* (frankincense burner) painting workshop for children. Sponsored 3,000 area students to visit the National Geographic Museum **exhibit**, "1001 Inventions: Discover the Golden Age of Muslim Civilization."
- Sponsored the construction of two permanent **exhibitions** on the Omani *falaj* water system at Biosphere 2 at the University of Arizona.



- Published a **book** on Omani fairy tales, *My Grandmother's Stories: Folktales from Dhofar*, which was distributed to school libraries across the country with an accompanying lesson plan for teachers.
- Held teacher trainings and sponsored a visit to Oman for 10 educators from the State University of New York system, which resulted in a symposium. Sent 12 American students to Oman to study Arabic for six weeks.

An elaborately carved door, Sultan Qaboos Grand Mosque, Muscat



THE CENTER FOR TURKISH STUDIES

The **Center for Turkish Studies (CTS)** fosters research on Turkey's foreign and domestic politics and aims to shape the discussion of both subjects through programs, outreach, and publications. It promotes mutual understanding and respect between Turks and Americans. In 2012, the **Third Annual Conference on Turkey** drew an audience of 500 guests, including diplomats representing 17 countries and 52 journalists from American, Turkish, and other international media outlets. Speakers included **Ibrahim Kalin**, chief advisor to the Turkish prime minister, Ambassador **Namik Tan**, Turkey's envoy to the United States, and U.S. Senator **John McCain**.

In 2012, CTS:

- Organized events focusing on Turkey's relations with Iran, Egypt, and the Kurdistan Regional Government, as well as on U.S.-Turkish cooperation in the Middle East and on Turkish domestic politics.
- Published seven opinion pieces on websites and in newspapers such as *Foreign Policy*, PBS's *Frontline*, and the *National* (UAE).
- **Dr. Gönül Tol**, CTS director, spoke at over 100 events. She presented briefings for private companies, U.S. government agencies, and foreign embassies, as well as lectures at American universities, think tanks, nonprofit organizations, and international conferences. Dr. Tol was interviewed by Voice of America, NPR, Al Jazeera English, the *Wall Street Journal*, and the Turkish daily *Taraf*, among others.



100

The number of events at which Dr. Gönül Tol, director of the Center for Turkish Studies, spoke in 2012

Senator John McCain presents at the Third Annual Conference on Turkey.



THE CENTER FOR PAKISTAN STUDIES

MEI's [Center for Pakistan Studies](#) aims to promote knowledge and understanding among the peoples of Pakistan and the United States. It is headed by a scholar-in-residence, [Dr. Marvin Weinbaum](#), and includes MEI President [Wendy Chamberlin](#), a former U.S. ambassador to Pakistan, [Dr. Zubair Iqbal](#), [Sulaiman Wasty](#), [Arif Rafiq](#), and [Alex Vatanka](#).

In 2012, the Center:

- Published op-eds on *Foreign Policy's* AfPak Channel, in the *National Interest*, and in *Diplomat* magazine, among other outlets. Center scholars were also interviewed by major radio and television stations, including CNN, VOA, BBC, NPR, and Al Jazeera, and were quoted in the *New York Times* and other leading newspapers.
- Invited guest speakers and organized panel discussions recognizing the importance of Pakistan regionally as well as the need for internal economic, social, and political reforms.
- Monitored developments in Afghanistan, such as security threats and prospects for regional economic cooperation.
- Center scholars served as consultants to government and non-governmental organizations.
- Dr. Marvin Weinbaum spoke at the National Defense University in Islamabad on U.S. interests in Afghanistan and Pakistan and gave an address on the post-2014 regional outlook at Quaid-e-Azam University.

THE OMAN LIBRARY AT THE MIDDLE EAST INSTITUTE

The [Oman Library at the Middle East Institute](#) underwent large-scale improvements in 2012 in preparation for its reopening in May 2013. The building was completely renovated, and the collection, which now consists of over 19,000 items, was reorganized. Staff prepared a new website and databases and worked to improve the online catalog, [Koha](#). The library's rare books collection includes over 300 volumes, handwritten manuscripts, first editions, engravings, maps, and prints that date back to 1574. The library will continue to provide an extensive and unique collection of materials and online resources for researchers and scholars of the Middle East. MEI is excited to usher in a new era for the library, one that can meet the ever-evolving needs and demands of its scholars, patrons, and staff.

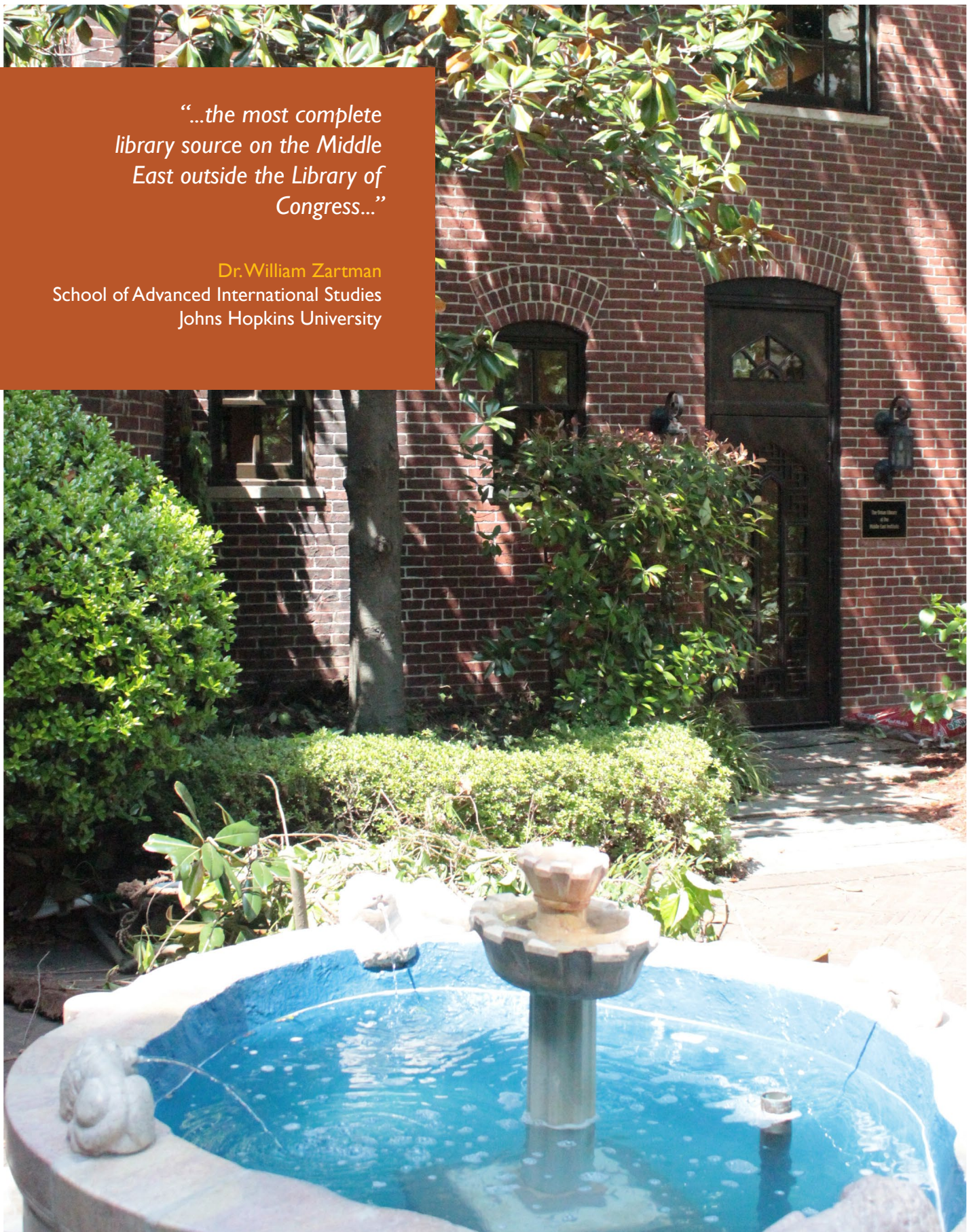
19,000

The number of items housed in MEI's Oman Library



*“...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



SUSTAINING THE MIDDLE EAST INSTITUTE

MEI's work would not be possible without the generous support of donors who appreciate the unique and versatile role the Institute plays in the dialogue about the crucial relationship between the Middle East and America.

The Institute is supported by individuals, foundations, governments, and corporations that share MEI's belief that respect starts with knowledge and understanding.

For more information about MEI activities and how to support the Middle East Institute, please visit <http://www.mei.edu>.

"MEI has been an exceptional objective and balanced contributor to the policy and intellectual debates about the complex issues of the Middle East. This approach will become ever so important in the years to come as our peoples really try to understand each other..."

Nabil Fahmy
Egyptian Ambassador
to the United States
MEI's 60th Anniversary

An Iraqi boy in al-Faw carries fish to a market.



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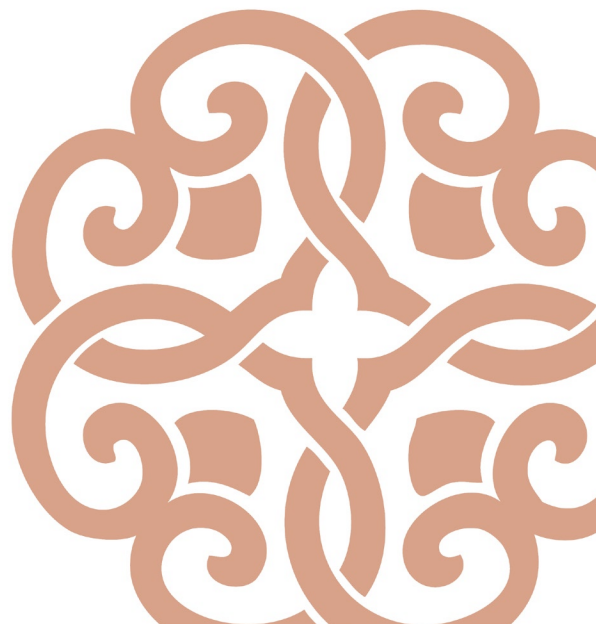
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THE MIDDLE EAST INSTITUTE STATEMENTS OF ACTIVITIES ENDED DECEMBER 31, 2012

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Revenue and Support				
Public Support				
Contributions	\$ 495,747	\$	\$	\$ 495,747
Grants and other programs	673	247,086		247,759
Contribution from charitable trust			1,051,037	1,051,037
Endowment contributions			33,454	44,245
Membership Dues	44,245			
Program Revenue				
Language programs	401,409			401,409
Sultan Qaboos Cultural Center		599,197		599,197
Annual conference	387,030			387,030
<i>The Middle East Journal</i> and publications	196,163			196,163
Center for Turkish studies		125,812		125,812
Library	1,988			1,988
Other Income				
Interest and dividends	168,848			168,848
Rental and other income	116,056			116,056
Change in value of beneficial interest in perpetual trust			(1,250)	(1,250)
Net assets released from restrictions	1,041,222	(1,041,222)		
Total Revenue and Support	2,853,381	(69,127)	1,083,241	3,867,495
Expenses				
Program services				
Language programs	444,174			444,174
<i>The Middle East Journal</i> and publications	360,827			360,827
Sultan Qaboos Cultural Center	638,451			638,451
Public policy, outreach, and communications	93,500			93,500
Library	86,766			86,766
Annual conference	224,488			224,488
Center for Turkish studies	163,150			163,150
Other programs	520,639			520,639
Total program services	2,531,995			2,531,995
Support services				
Fundraising	150,561			150,561
General and administrative	280,966			280,966
Total support services	431,527			431,527
Total Expenses	2,963,522			2,963,522
Change in Net Assets from Operations	(110,141)	(69,127)	1,083,241	903,973
Other Changes				
Net appreciation in fair value of endowment investments	115,608			115,608
Net appreciation in fair value of designated investments	240,041			240,041
Total other changes	355,649			355,649
Change in Net Assets	245,508	(69,127)	1,083,241	1,259,622
Net Assets, beginning of year	3,663,354	456,130	2,415,130	6,534,614
Net Assets, end of year	\$ 3,908,862	\$ 387,003	\$ 3,498,371	\$ 7,794,236

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