

ANNUAL REPORT 2012



Bringing The World Together

3542 international visitors

375 projects

160 countries



Chairman's and President's Message



Building Partnerships for Better Leaders in Government, Business, and Civil Society

For more than 50 years, Meridian International Center has been a place where global leaders come together and future leaders are found. We have built this solid reputation by providing cutting-edge programs and forums in which leaders collaborate to develop solutions to the problems facing their organizations, communities, and countries.

Meridian knows that all diplomats, government officials, CEOs, entrepreneurs, service leaders, academics, and other constituents face one common challenge: how to succeed on the international stage. As a center for global leadership, Meridian pursues a strategic response to this challenge by bringing the world together. We understand that our biggest problems cannot be solved without global leadership, exchange, and collaboration. This is why we convene and create partnerships that develop emerging global leaders who navigate diverse socio-economic challenges around the world, increase opportunities for business in overseas markets, and create exchanges that deepen understanding between cultures, communities, and countries.

A few notable highlights of our work in 2012 include:

- The inaugural **Meridian Global Leadership Summit** was attended by 250 corporate and government stakeholders, and featured dynamic discussions with industry and diplomatic leaders on the future of global leadership;
- A **Service Innovation Summit** in Madrid, Spain at which 200 service leaders from the U.S., Spain, and several countries discussed volunteerism as a solution for addressing pressing socio-economic challenges faced by communities worldwide;
- The **Young African Leaders Innovation Summit**, where 62 young social and business entrepreneurs, from 42 African countries collaborated on innovative solutions for creating economic opportunity. These young leaders gained new tools, resources, and networks for success; and
- The launch of the **U.S.-France Leadership Dialogue**, in conjunction with the French Ambassador to the U.S. and the U.S. Embassy in France. This Dialogue aims to strengthen cooperation between two countries that share common historical ties, and current economic and security interests.

Meridian is consistently innovative in engaging emerging leaders. In fact, we have expanded our programs to include new initiatives such as sports diplomacy. One of these new sports initiatives, **Empowering Zambian Coaches and Young Leaders through Soccer Exchange Program**, was implemented on behalf of the U.S. Department of State. This program brings together leading American soccer coaches with coaches from Zambia to learn new ways of using sports to empower young people throughout the country and continent.

Our Art for Cultural Diplomacy program has become a worldwide presence through traveling exhibitions that reach regions such as Kabul, Afghanistan; and our American-Chinese Cultural Initiative, in conjunction with the U.S. and Chinese governments, has emerged as an important channel for mutual understanding. These programs prove that culture is a universally human phenomenon and a place where we can find common ground, build genuine respect for one another, and turn mutual challenges into collaborative opportunities.

Meridian's continued success as the largest implementing partner of the U.S. Department of State's **International Visitor Leadership Program** (IVLP) proves that our organization plays a critical role in driving exchanges among leaders in a myriad of sectors and regions. We are proud that in the last 50 years, more than 155 leaders who have visited Meridian through the IVLP have become heads of government, and many more take senior positions both in the public and private sectors of their home countries and regions.

That is why we decided to launch the Meridian Global Leadership Institute – an access point to all of our work, and a place where emerging leaders can build the skills and networks to be successful in today's increasingly competitive global marketplace.

We recognize that by bringing leaders together, we bring the world together. In 2013 and beyond, constituents trust Meridian to fulfill its role of cultivating the next generation of leaders. And we are ready for the challenge.

Governor James J. Blanchard
Chairman
Meridian Board of Trustees

Ambassador Stuart W. Holliday
President & CEO
Meridian International Center



Meridian Prepares Emerging Leaders for Success on the International Stage...

For more than 50 years, Meridian has excelled at preparing emerging leaders for success on the international stage. Our models include executive training and development programs, leadership exchanges, conferences and policy discussions, and cultural initiatives catering to both the public and private sectors. By combining these components, emerging leaders develop the skills, direct knowledge, and background to make informed decisions.

- ▶▶ Ambassador Claver Gatete, former Governor of the National Bank of Rwanda and current Rwandan Minister of Finance and Economic Planning, speaks at a dinner co-hosted with Visa. At left, Lisa Nelson, Meridian Trustee and Head of Global Government Relations, Visa.



Creates Exchanges to Strengthen U.S. Engagement...

Meridian understands that continued and meaningful engagement is the most durable way to build strong, collaborative relationships between the U.S. and the world. This is why we work with the U.S. Department of State and embassies around the globe to implement leadership and cultural exchanges that result in lasting international partnerships. Each year, Meridian brings more than 2,500 emerging leaders to the U.S. – men and women recognized as the next generation of global leaders – some in business, some in government, and some in civil society. These leaders share the common belief that engagement with the United States begins with experiencing it firsthand, and when they leave, their perspectives, as well as those of the people and communities they have interacted with, are forever impacted.

- ▶▶ A group of Eastern Europeans sit in on a naturalization ceremony.



Provides a Neutral Forum for Dialogue and Communication...

Uniquely positioned at the intersection of the public, private, and diplomatic sectors, Meridian provides neutral forums for the open exchange of perspectives and ideas. Meridian hosts conferences, seminars, programs, roundtable discussions, and networking events that are attended by the world's decision-makers. These forums provide opportunities for leaders to exchange ideas on issues ranging from economic development, to civil society construction, to peace and security. In fact, Meridian does nearly 400 programs a year on these issues, and many more.

- ▶▶ The United States Ambassador to Spain, Alan Solomont; the Spanish Ambassador to the United States, Jorge Dezcallar de Mazarredo; and Meridian's President and CEO, Ambassador Stuart Holliday.



Builds Bridges through Regional Dialogues and Cultural Programs.

We believe that meaningful engagement starts when leaders enter with a shared understanding of their counterparts' culture and history. For more than 30 years, Meridian has been Washington's cultural bridge to the world. Our Cultural Diplomacy Program creates a platform for U.S. and international audiences to learn about nations around the world through conferences, exhibitions, and trainings. Our exhibitions alone have traveled to 56 countries and 366 venues in 44 U.S. states – including 18 locations in 2012. Our work is extended by our offices and affiliates in India, China, France, and the Middle East. These offices are used as regional convening points for dialogue on issues of political, strategic, and commercial collaboration, and cooperation with the United States. Often, those dialogues lead to exchanges or reciprocal sessions in the United States, creating a sustained conversation.

- ▶▶ Meridian President and CEO opens Jazz Photo Exhibit in China's National Centre for the Performing Arts.



MERIDIAN INTERNATIONAL CENTER IS...

a global leadership organization dedicated to:

- preparing private and public sector leaders for a complex **global future**;
- strengthening **U.S. engagement with the world** through the power of exchange; and
- providing a **neutral forum** for international collaboration across sectors.

HIGHLIGHTS 2012

Redefining Exchange for the Leaders of Tomorrow

LEADERSHIP EXCHANGES

Meridian's programs bring potential leaders from around the world to the United States to interact with their U.S. counterparts, to learn from mentors, and to return to their home countries to make an impact in the business, political, and social sectors. Through exchange, perspectives are broadened, leading to better decisions and stronger relationships in the world. Rooted in our long-standing partnership with the U.S. Department of State and its International Visitor Leadership Program, our ability to develop strategically important programs in the United States for the world's emerging leaders is unmatched. Those skills enable us to work with other government and private sector clients to develop and execute comprehensive cross-sector leadership programs that build sustainable networks and change perspectives.

The International Visitor Leadership Program (IVLP)

Meridian is the largest partner of the International Visitor Leadership Program (IVLP), a 75-year-old U.S. Department of State program that promotes mutual understanding through visits to the U.S., and provides leaders from across the globe the opportunity to share ideas in their fields while building lasting professional relationships. The IVLP annually brings approximately 1,800 visitors through our doors. During our 60-year history of creating programs, more than 50,000 distinguished visitors have participated, including 155 Heads of State or Government and three Nobel Prize winners.

In 2012, Meridian's Professional Exchanges Division arranged 315 projects from 160 countries.

GlobalConnect: Customized Exchange Programs

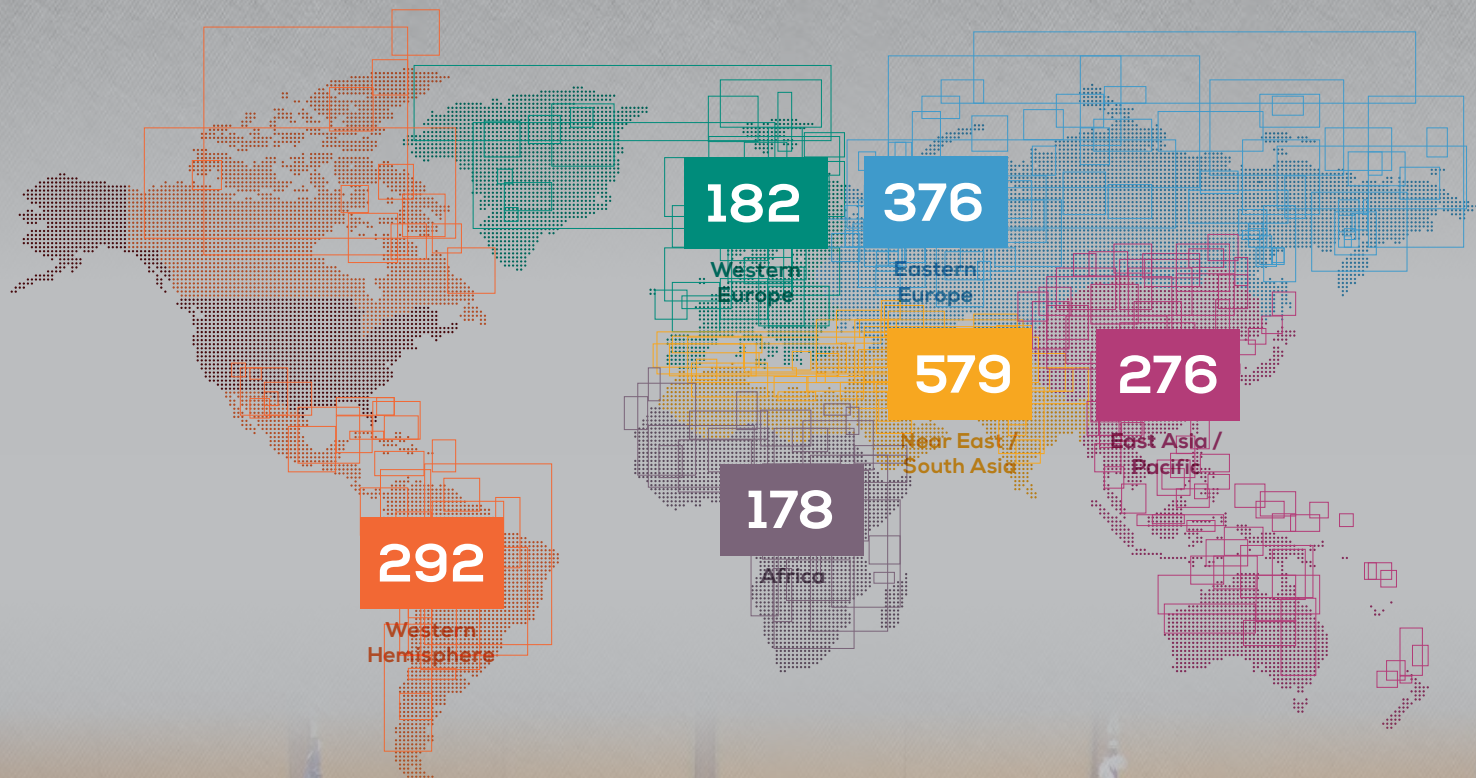
We partner with U.S. Embassies, local and international non-governmental organizations, foreign governments, and private sector organizations to address specific issues of need through leadership development programs. These programs, which are run by Meridian's GlobalConnect division, offer a tailored approach to specific outcomes or needs of participants. GlobalConnect also offers participant selection processes, training programs during or prior to the visit, extended or compressed schedules, online platforms for networking, and follow-up activities.



THE INTERNATIONAL VISITOR LEADERSHIP PROGRAM



1883 VISITORS / 315 PROJECTS



►► European Regional group meets with Bob Woodward, investigative journalist and non-fiction author.



Anders Fogh Rasmussen
NATO Secretary General,
Meridian IVLP 1982



"Visitors from all over the world come to the United States. They have learned about

American society; they have met Americans from all walks of life; and they have established warm friendships with families across this great country. Many visitors have later become leaders in their own countries – leaders in politics, business or in other fields. They carry with them a deeper knowledge of American history, culture, and way of life, and some wonderful memories from their visit to the United States. You can't overestimate the importance of that investment in a deeper intercultural understanding."

September, 2012

Libya – "The Transition Period: Justice and Reconciliation"

In August, Meridian hosted participants of the *Libya – The Transition Period: Justice and Reconciliation* program. The purpose of their visit to the U.S. was to gain insights from American experts and officials concerning the development of post-revolution Libya, and to examine the contributions by U.S. and international organizations to the renewal of Libyan civil society.

The group visited several cities, including Washington and Atlanta, and met with federal agencies, members of business, think tanks, city governments, local law enforcement, interfaith organizations, universities, and the media to discuss conflict resolution, political transition, and restorative justice as tools for developing Libya's civil society.



"Changemakers"

As a long-standing partner of the IVLP, many of Meridian's programs align with the goals of the U.S. Department of State – one such program is the *Changemakers Program*. In September, a multi-national group of 21 *Changemakers* visited the U.S. to understand the role and impact of social entrepreneurs in America and what makes social ventures sustainable, self-sufficient, and scalable. Speakers included Robert Egger, Founder and President, DC Central Kitchen and President, CForward; Scott Beale, Founder, Atlas Corps; John Hecklinger, Chief Program Officer, GlobalGiving; and Cheryl Newman, Vice-President and Deputy Chief of Mission, Honest Tea. During the session, the participants learned that successful social enterprises need to balance impact, reach, and funding. Another key outcome was a network which emerged from a Meridian roundtable discussion overseen by our Global Service Leaders Initiative.

►► Robert Egger, Founder and President, DC Central Kitchen meets with an IV during the Changemakers program.



Australia – "Security in Asia"

In September, three IVLP participants from Australia launched a project to help them analyze the United States' "Pivot to Asia" policy. During the visit, the group received a close up view of this policy through the eyes of experts in government, academia, and the military. At the Senate Committee on Foreign Relations, they attended a hearing on Maritime Territorial Disputes and Sovereignty Issues in Asia, and were subsequently briefed by the Subcommittee on East Asian and Pacific Affairs. The visitors met with leading scholars at Tufts University, Boston University, MIT, Harvard University, and the Center for Australia & New Zealand Studies at the University of Texas, Austin. Their program ended in Honolulu with discussions at the U.S. Pacific Command's office on U.S. security strategy in the East Asia-Pacific region.

►► IVs participate in the Security in Asia program.



CUSTOMIZED EXCHANGE PROGRAMS



Afghan Diplomats

In December, Meridian's GlobalConnect division designed a two-week diplomatic training course for 15 emerging Afghan Diplomats, developed through a public-private partnership with the U.S. Embassy in Kabul and the Public Diplomacy Council. The delegates benefited from combined training in the areas of diplomacy, protocol, messaging, media, and negotiations, with site visits to the U.S. Department of State, DC-based think tanks, and the Embassy of Afghanistan in Washington.



Visitor from Yemen



"Our visit gave us the opportunity to have civilized conversations

which enriched our knowledge, and helped us in understanding more about what we should do for our own home country. Most importantly, we were able to create channels and bridges for mutual communication with many of those we met."

September, 2012

Government Officials of the People's Republic of China

As part of an overall focus on global financial cooperation, literacy, and transparency, Meridian spearheaded the 2012 *Training Program for Public Servants of Chinese Government Agencies*. In a partnership with Visa, the three-week program brought Chinese government financial regulators to the U.S. to learn about the U.S. financial system, its institutions, and governing regulations; as well as innovations in electronic payment systems. The delegation included executives from the China Banking Regulatory Commission, National Development and Reform Commission, People's Bank of China, and the State Administration of Foreign Exchange.

Pakistan – Religious Pluralism in the U.S. & Emerging Leaders in Pakistan

In September and October, Meridian developed two unique programs for delegations from Pakistan – *Religious Pluralism in the U.S.* and *Emerging Leaders in Pakistan*. These programs form part of a multi-year cooperation agreement with the U.S. Embassy in Islamabad. The *Emerging Leaders in Pakistan* Program (ELP) identified 15 Pakistani civil society leaders and developed a U.S. based curriculum, under the auspices of the Meridian Global Service Leaders Initiative, that incorporated education and training programs, private meetings with U.S. civil society leaders, and cultural components.

The *Religious Pluralism in the U.S.* program was tailored specifically to demonstrate the diversity of thought and beliefs that co-exist in the U.S. Through visits with American-based counterparts, organized interfaith dialogues, and community tours, the Pakistani religious scholars and community leaders were exposed to a variety of unvarnished American perspectives; and returned home with context to better understand our system, and, ideally, their own.

Iraqi Young Leaders Exchange Program Alumni

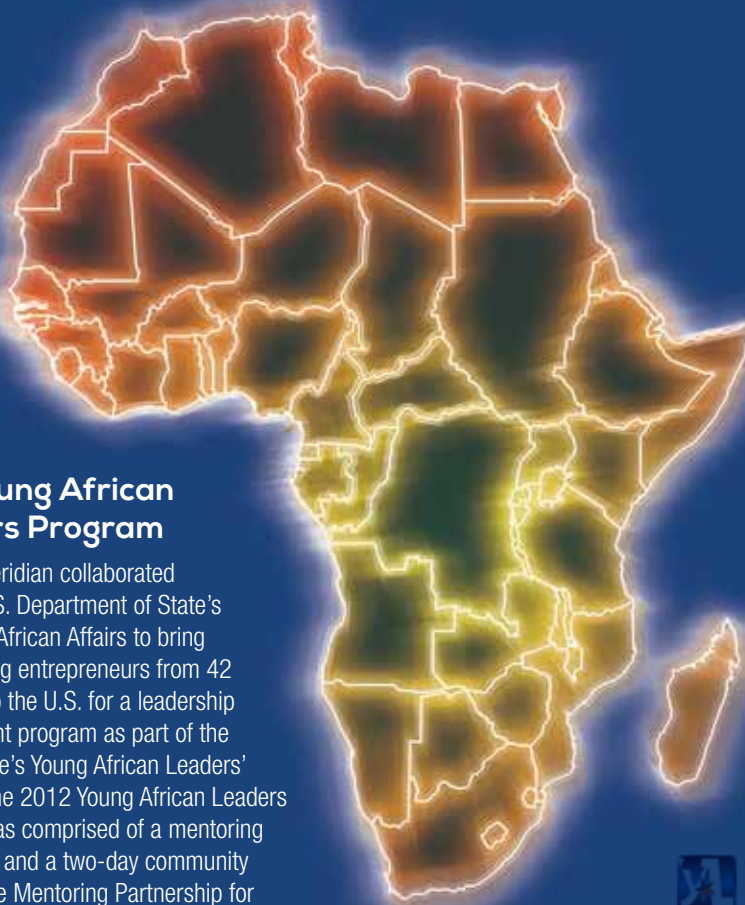
Throughout the Summer, Meridian implemented a small grants component as a follow-on to the Iraqi Young Leaders Exchange Program. One of the beneficiaries of this small grant was IYLEP alumnus Razhan Ali, a high school senior in Sulaymaniyah, Iraq, who heads a youth-run NGO called *Vision*, which seeks to engage Iraqi youth of different backgrounds in civil society. With the small grant from Meridian, Razhan and *Vision* launched an English-language library in Sulaymaniyah, because local opportunities to practice English skills were sorely lacking. The grant was also used to pay for shipping of donated books to the library, and to purchase 25 Kindle e-readers and more than 100 English-language titles in a variety of topics (fiction and literature, technical manuals, science, self-help) – resources which not only elevated language skills, but deepened understanding of cultures around the world.





1659 VISITORS / 62 PROJECTS





The Young African Leaders Program

In June, Meridian collaborated with the U.S. Department of State's Bureau for African Affairs to bring 62 emerging entrepreneurs from 42 countries to the U.S. for a leadership development program as part of the White House's Young African Leaders' Initiative. The 2012 Young African Leaders Program was comprised of a mentoring partnership and a two-day community summit. The Mentoring Partnership for Young African Leaders (MPYAL) connected the entrepreneurs with business leaders in several U.S. cities, including Philadelphia, Pittsburgh, and Miami to address economic and social development opportunities in Africa, and potentially expand markets in Africa through U.S. investment.

Keynote speakers in the Young African Innovation Summit covered a broad range of topics in entrepreneurship, including: mobile technology opportunities, gaining access to capital, attracting foreign investment, messaging and branding, and building public-private partnerships. Major outcomes include the formation of an African-U.S. micro-entrepreneur network; deeper understanding of the requirements for doing business in Africa; and the identification of small business investment opportunities in Africa.

Mr. Ken Mwenda Gikunda
Kenya's eMobilis Mobile
Technology Academy,
participant in the Young African
Leaders Program and African
Innovation Summit



"We as youth have incredible potential to make massive change in our countries [and] this amazing program has given me great confidence in what else I can do on a bigger scale."

August, 2012



►► Participants in the 2012 U.S. Elections Program.

2012 U.S. Elections Program

From October 28th to November 7th, Meridian designed and implemented a key U.S. election monitoring and exploration exchange program. The program provided a behind the scenes look at U.S. campaigns and elections through exclusive access to campaigns, candidates, and interest groups in Washington, DC, Pennsylvania, and Ohio.

The participants, which included members of the Indonesian Parliament and a presidential candidate from Singapore, got a rare view of the American political system including fundraising, communications planning, and field work – critical elements to the election process. The participants also gained key insights on U.S. elections from experts at the George Washington University Graduate School of Political Management and other practitioners in politics and campaign planning.

►► Performers at the 2nd
Annual Chinese Lunar
New Year Celebration.



HIGHLIGHTS 2012

Meridian
Captures the
Power of Culture
to Strengthen
Engagement with
the World

CULTURAL DIPLOMACY

Through cultural exchanges, Meridian improves understanding and dialogue between leaders in the U.S. and around the world. When leaders understand diverse cultures, they are more effective at building stronger, sustainable relationships.

In 2012, Meridian's Art for Cultural Diplomacy (ACD) department continued to utilize cultural projects and exhibitions to facilitate exchange between countries.



His Excellency
Zhang Yesui
Ambassador of the People's
Republic of China to the U.S.



"I truly believe that the relationship between China and the U.S. is one of the most

important and dynamic relationships in the world. There is growing interconnectedness and, therefore, interdependence between our two countries. In this relationship, cultural exchange has become a major component, and it has become an important area that helps to promote mutual friendship between our two peoples. So, I would like to thank Meridian International Center for their tireless efforts, over the years, in promoting cultural exchanges between our peoples."

January, 2012

American-Chinese Cultural Initiative (ACCI)

In 2012, Meridian's *American-Chinese Cultural Initiative* continued its mission of using cultural understanding to build bridges between the world's two leading powers. This public-private partnership uses Meridian's convening skill to further bilateral understanding between the U.S. and China. ACCI addresses topical themes through cultural exchange programs, including collaborations in art, music, dance, film, cuisine, and other media. Over the last two years, ACCI assisted government and business leaders in appreciating the cultural forces that underlie the U.S.-China political, economic, and strategic relationship.

In March, Meridian was one of four partners selected to represent the United States as part of the 2012 Consultations on People-to-People Exchanges (CPE) in Beijing. The CPE initiative broadens and deepens U.S.-China relations across a broad spectrum of areas such as culture, women, sports, education, science, and technology. Following the conclusion of these exchanges, Meridian's *Jam Session* exhibition opened at the National Centre for the Performing Arts as part of an 8-venue tour of China.

Additional ACCI projects included the annual Lunar New Year celebration co-hosted by Meridian and the Chinese Embassy in Washington, and the announcement of a groundbreaking exhibition on the history of U.S.-China relations slated for 2014, with support from the U.S. Embassy in Beijing.

ACCI also welcomed new membership partnerships with Chevron, General Motors, and Visa, as well as several museum and cultural institutions in both countries.

The Center for International Museum Development and Qatar

Meridian launched the *Center for International Museum Development* to help strengthen the ability of cultural institutions around the world to express their stories in ways that reach new audiences. The Center's inaugural 2-day session opened in June in Qatar, led by Meridian's Senior Vice President, Dr. Curtis Sandberg. Aimed at sharing professional knowledge about museum development and standards, the Center's approach features customized programs that help nations and their outlets showcase their heritage in a thoughtful and accessible fashion, while fostering national pride and deepening bilateral relations with the U.S.

Grand Finale of "Jam Session" – 77 Venues, 36 Countries

The world tours of Meridian's *Jam Session* exhibition, overseen by the Bureau of Education and Cultural Affairs at the U.S. Department of State, concluded after traveling to 77 venues in 36 countries over 3 years. 2012 Venues included: Wuhan Museum, Wuhan, China; Indus Valley School of Art and Architecture Gallery, Karachi, Pakistan; Copenhagen University, Copenhagen, Denmark; Bi-National Center, Tegucigalpa, Honduras; U.S. Embassy, Nassau, The Bahamas; and U.S. Embassy Atrium, Conakry, Guinea.

A powerful cultural diplomacy tool, the *Jam Session* exhibition showcased the remarkable story of musicians who, as part of an early U.S. Department of State initiative, served as international "ambassadors of jazz" from the 1950s through the 1970s. Six copies of the exhibition will remain with U.S. Embassies in Afghanistan, The Bahamas, China, Denmark, Honduras, and India for future use in public venues.

►► Meridian President and CEO Ambassador Stuart Holliday discusses the findings of the U.S. Global Leadership Project at Gallup.

A man in a dark suit, light blue shirt, and red tie is speaking at a wooden podium. He has a name tag that reads "STUART HOLLIDAY". Behind him is a large window with multiple panes. To his right is a large banner that reads "LEADERS IN CONVENING AND EXCHANGE" and "MERIDIAN INTERNATIONAL". In the foreground, the backs of several audience members' heads are visible.

HIGHLIGHTS 2012

Meridian
Provides Neutral
Forums for
International
Collaboration

As Meridian cultivates the next generation of global leaders, we recognize that forums and dialogues are key mechanisms for building relationships between leaders, their communities, and countries. This is why Meridian remains committed to providing neutral forums at which leaders can openly exchange ideas, express perspectives, and develop their networks.



▶▶ Assistant Secretary of State for Educational and Cultural Affairs, Ann Stock speaks at the Service Innovation Summit in Madrid.

Global Service Leaders (GSL) is one of Meridian's flagship programs. GSL identifies, connects, and engages service leaders, fosters innovation, and strengthens the role of the private sector to address social needs worldwide. With a base of carefully vetted members in over 120 countries, the network provides a platform for collaboration and connection among leaders who possess both a passion and an ability to make an impact in their communities. GSL incorporates private online resources and networking space, regular meetings in Washington, DC, organized global service days, and an annual global summit, among other activities.

The expertise of GSL is often incorporated into Meridian's exchange and training programs for leaders overseeing corporate or government volunteer programs.



Service Innovation Summit

In March, Meridian joined the U.S. Embassy in Spain and the Rafael del Pino Foundation in hosting the *Service Innovation Summit* in Madrid, Spain.

The largest international service leadership forum of its kind, the Summit promoted volunteerism as a solution for addressing basic challenges faced by communities in Spain, the U.S., and other countries. With more than 200 service leaders from around the world, the event received broad support and participation from the Spanish and U.S. governments, non-profit organizations, and the private sector. Among the notable outcomes: Madrid became an official City of Service; *Cuenta Conmigo* campaign was launched to promote volunteerism in Spain; and the U.S. Embassy in Madrid agreed to sponsor a Service Project in San Blas on Global Youth Service Day, April 20, 2012.

The Summit was chaired by U.S. Ambassador to Spain Alan Solomont and attended by senior officials of both U.S. and Spain including: The Crown Prince of Spain, His Royal Highness the Prince of Asturias; Ann Stock, U.S. Assistant Secretary of State; Ana Mato, Spanish Minister of Health, Social Services, and Equality; Esperanza Aguirre, President Comunidad de Madrid; Jonathan Greenblatt, Director of the White House Office of Social Innovation; Kris Balderston, Special Representative for Global Partnerships, U.S. Department of State; Luciano Poyato, President of Plataforma del Voluntariado de España; Sebastian Mora, Secretary General, Caritas Spain; and Ana Botella, Mayor of Madrid.

▶▶ The Crown Prince of Spain, His Royal Highness the Prince of Asturias, addresses the Service Innovation Summit in Madrid.



His Excellency
Yousef Al Otaiba
Ambassador of United Arab
Emirates to the U.S.



"Today, if you are talking about just grooming leaders into more efficient and sort

of presentable and high-profile roles, I think the best thing you can do for them is make sure that they are exposed to as many countries, as many backgrounds, as many languages, and as many religions as you can. Because that develops tolerance, that develops understanding, and that makes them true global leaders. "

October, 2012

Meridian Global Leadership Summit and the U.S. Global Leadership Project

The Meridian Global Leadership Summit and U.S. Global Leadership Project are forums for the world's decision-makers to examine the state of leadership at global and national levels, and discuss the factors driving public opinion of U.S. leadership in more than 160 countries. The biannual events, based on data from the U.S. Global Leadership Track and the Gallup World Poll, take place each spring and fall, and are designed to highlight the attributes of successful global organizations and corporations.

The U.S. - Global Leadership Track is the largest global public opinion study of views about U.S. and foreign leadership. On April 26th, Meridian and Gallup released the third report in this annual series, which detailed approval ratings of U.S. leadership taken from 130 of the 160 countries over a 12-month period.

The fall Summit, which was held at the Ronald Reagan Building and International Trade Center, mixed Gallup World Poll results with insights from David M. Rubenstein, Co-Founder & Co-CEO, The Carlyle Group; Jay L. Johnson, Chairman & CEO, General Dynamics Corporation; Frederick W. Smith, Chairman & CEO, FedEx; James Clifton, Chairman & CEO, The Gallup Organization; Her Excellency Nirupama Rao, Ambassador of India to the U.S.; and His Excellency Yousef Al Otaiba, Ambassador of the United Arab Emirates to the U.S. This fall data release detailed and compared perspectives of internal leadership, in more than 160 countries. In three panel discussions, the participants discussed the importance leaders must place on understanding their constituencies, including their wellbeing and prosperity – a message that Meridian incorporates as a core component of good global leadership.

Co-Chaired by Jay L. Johnson and Sydney McNiff Johnson, the Global Leadership Summit was supported by Presenting Sponsor General Dynamics, as well as Lead Sponsors FedEx Express and Turkish Airlines, Benefactors Chevron and Gallup, and other valued partners.

The spring and fall data releases, as well as the conclusions from the Summits, help shape Meridian's annual exchange and public diplomacy programs – showing our leaders and partners the key factors to be addressed in the coming year.



►► Co-Founder & Co-CEO of The Carlyle Group David M. Rubenstein talks with CEO of FedEx, Frederick W. Smith at the First Annual Global Leadership Summit.



Meridian Global Leadership Awards. Each year, Meridian honors leaders who, by their actions and practices, exemplify the positive impact individuals can have in their communities and the world. These honorees are champions of Meridian's belief that all citizens can be global leaders, and they share Meridian's commitment to promoting global leadership through the power of exchange. In 2012, Meridian honored four distinguished leaders.

New York

At the Global Leadership Awards held at the Waldorf Astoria Hotel in New York City in September, Meridian recognized the accomplishments of the Honorable Craig R. Stapleton, former U.S. Ambassador to France and the Czech Republic; and the Honorable Carlos M. Gutierrez, former Chairman and CEO of Kellogg Company and 35th Secretary of the U.S. Department of Commerce. Ambassador Stapleton received the Meridian Global Citizen Award for playing an instrumental role in ensuring that key bilateral and multilateral issues were addressed through open dialogue across borders. Secretary Gutierrez was presented with the Meridian Corporate Leader Award for promoting American business in the U.S. and abroad, and helping lead the passage of CAFTA-DR to expand export opportunities and cross-border trade and development. The dinner was presided over by Honorary Chairman, George H.W. Bush; Dinner Chairman, Thomas C. Foley; and Vice Chairmen, Christopher B. Burnham, Charles L. Glazer, Leon Kalvaria, Ann Korologos, and Tom C. Korologos.

San Francisco

In December, Meridian honored William H. Draper, III, General Partner of Draper Richards L.P. with the Meridian Global Citizen Award for his career of international engagement in business, philanthropy, and government service. The Meridian Corporate Leader Award was presented to Joseph W. Saunders, Executive Chairman for Visa, for his commitment to corporate citizenship and philanthropy, and his devotion to supporting a new generation of leaders through global service and volunteerism. The event was chaired by Janet Lamkin, President of Bank of America, California and Carrie Schwab-Pomerantz, President of Charles Schwab Foundation.



▶▶ Carlos M. Gutierrez accepts the Meridian Corporate Leader Award at the Meridian Global Leadership Awards, New York.



▶▶ Meridian President and CEO Ambassador Stuart Holliday, The Honorable William H. Draper, III, Phyllis Draper, Meridian Board Chairman Governor James Blanchard, Executive Chairman for Visa, Inc., Joseph W. Saunders, and President, Bank of America California, Janet Lamkin at the Global Leadership Awards, San Francisco.



▶▶ Ambassador Craig R. Stapleton accepts the Meridian Global Citizen Award at the Meridian Global Leadership Awards, New York.



Ambassador
Stuart W. Holliday
President and CEO of
Meridian International Center



"In a world that is increasingly interconnected and rapidly changing,

the strategic and operational challenges for businesses and organizations are formidable – and the opportunities are unprecedented. Navigating the challenges and seizing the opportunities of the global economy requires the ability to manage diverse constituencies, engage stakeholders, think inclusively, form alliances, bridge differences, shape perceptions, harvest ideas, move quickly, adapt resiliently . . . It requires a new commitment to achieving global leadership – throughout the entire organization."

October, 2012

Launch of the Meridian Global Leadership Institute

In October, Meridian officially announced the formation of the Meridian Global Leadership Institute. Positioning Meridian as a distinctive educational resource in the emerging field of global leadership education, this major new initiative has been undertaken to enable wider private sector, public sector, and youth audiences to benefit from the collaborative learning that takes place at Meridian. Based on the latest thinking and most innovative approaches, the Institute's executive education and professional development programs, country and regional briefings, conferences, leadership exchanges, and other offerings develop the organizational and personal competencies needed to compete successfully and contribute effectively in the evolving global environment.

Efforts in 2012 were focused on conducting market research, defining and developing initial program offerings, identifying key faculty and staff, and forming relationships that will broaden the Institute's capabilities and reach. Under the leadership of the Institute's Executive Director, Bill Yarnoff and Academic Director, Dr. Fruzsina M. Harsanyi, a comprehensive three-and-a-half-day flagship program, *Essentials of Global Leadership*, has been developed for presentation in spring 2013. Designed for current and high-potential managers and executives, the program develops the competencies needed to lead successfully across borders, including cultural intelligence, geopolitical risk acumen, government and external relations know-how, public diplomacy skill, and sustainability insight. Development of a similar program for senior executives has begun in partnership with a top-ranked international business school.

The Institute has also formed an agreement with WorldStrides, the U.S.'s oldest and largest provider of educational travel for students, to offer youth-oriented global leadership programming at Meridian as an added-value option for WorldStrides students from around the world. Work has begun on sessions designed to develop global comprehension and intelligence, along with collaborative problem solving, communication, and relationship building skills.



Michele Manatt
Chair of the Council on Women's Leadership and Trustee, Meridian International Center



"As the role of women on the world stage has increased over the last

half century – in government, business, the media, and in civil society – Meridian has been a leader in providing tools for women to be successful. Today, women make up more than half of our delegation participants. The Council on Women's Leadership at Meridian helps build the programs and ongoing networks that ensure their success during – and after – their time in the United States."

September, 2012

Meridian's Council on Women's Leadership brings a broad and diverse perspective to our ongoing work. Understanding Meridian's dedication to supporting the next generation of decision makers on the global stage, the Council helps to shape our programs. Under the leadership of Chair Michele Manatt and Officers Sandra Baer, Robin Diamond, Karen Maples, and Emily Rae, the Council works with Meridian staff in structuring programs and themes around the roles women play in societal growth and advancement. Members also meet directly with many of our visitors, and serve as resources and mentors during and after their official program. In addition, the Council brings attention to important stories of entrepreneurship and human rights affecting women throughout the world.



Roundtable Discussion on Women's Leadership in the Middle East

The Council, in partnership with the Goldman Sachs 10,000 Women initiative, hosted a roundtable discussion in February on the challenges and opportunities for women's leadership in the Middle East. The event, held in conjunction with the George W. Bush Institute's Inaugural Women's Initiative Fellowship Program, featured high-level participants including women ambassadors from five countries, senior U.S. government officials, and executives from the fields of media, banking, and the non-profit sector, along with 14 Bush Institute Fellows from Egypt. These Fellows represented a cross-section of Egyptian society, with representatives from education, media, business, and law.

►► Institute for Inclusive Security Chair Ambassador Swanee Hunt with Bushra Haider, Director of Qadims Lumiere School and College.



Half the Sky – Turning Oppression into Opportunity for Women Worldwide

In September, the Council hosted the Washington premiere gala of *Half the Sky: Turning Oppression into Opportunity for Women Worldwide*, in partnership with the U.S. Department of State's Office of Global Women's Issues, Independent Television Service (ITVS)'s Women and Girls Lead campaign, the Corporation for Public Broadcasting (CPB), and Show of Force. Speakers included CPB President and CEO, Patricia Harrison; U.S. Ambassador-at-Large for Global Women's Issues, Melanne Verreer; Co-author of *Half the Sky*, Sheryl WuDunn; Advocate, America Ferrera; and New Light Founder and Agent of Change, Urmi Basu.

►► America Ferrera discusses *Half the Sky: Turning Oppression into Opportunity for Women Worldwide*.



Meredith A. Baker
Meridian Trustee and Corporate
Council Member



"As a Meridian Trustee and member of the Corporate Council, I'm

committed to supporting this organization of global leaders. Not only is the Council a valuable resource for international business operations, but also provides substantive networking, programming, and exchange opportunities for its members to utilize. Through face-to-face dialogues on topics relevant to this network of international business leaders, the Council serves as an effective gateway to better understand, collaborate, and compete in a global economy."

July, 2012

The Meridian Corporate Council added 13 members, growing to a total of 33 by December 31st. Chaired in 2012 by members Lisa Nelson and Kathryn Karol, the Council provides a platform for exchange, dialogue, and networking on key global issues among diplomatic, public, private, and non-profit sector leaders.

Members serve as true advisors to the organization and its annual programs and exchanges. With issues such as global health, entrepreneurship, international trade, financial literacy, energy and the environment, and civil society development topping the list of 2012 programs, members had numerous opportunities to participate in issues core to their public affairs and social responsibility interests around the world. In addition to annual Board and Council meetings, quarterly salons, and the Meridian Ball, members are invited to participate in private programs such as the Global Business@Meridian Downtown Series.

Global Business@Meridian Downtown

Global Business@Meridian Downtown is an off-the-record breakfast event series that brings members of the diplomatic community together with members of the Meridian Corporate Council. The series provides business leaders with:

- Opportunities to learn about key commercial issues between the U.S. and its leading trade partners;
- Forums to discuss pressing global issues, initiatives, and ideas, relevant to the featured country;
- Introductions to the Ambassador, commercial attaché, and other key officials of those countries.

In 2012, the series included:

Brazil: hosted by Amgen, Inc., for His Excellency Mauro Vieira, Ambassador of Brazil to the U.S.

Japan: hosted by Akin Gump Strauss Hauer & Feld, LLP, for His Excellency Ichiro Fujisaki, Ambassador of Japan to the U.S.

Singapore: hosted by UPS, for His Excellency Ashok Kumar Mirpuri, Ambassador of Singapore to the U.S.

Turkey: hosted by Hilton Worldwide, for His Excellency Namik Tan, Ambassador of the Republic of Turkey to the U.S.

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Strauss Hauer & Feld LLP

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Deeper Understanding of U.S. Culture



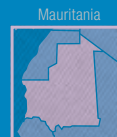
Service Innovation Summit

Building and supporting the world's largest network of Service Leaders



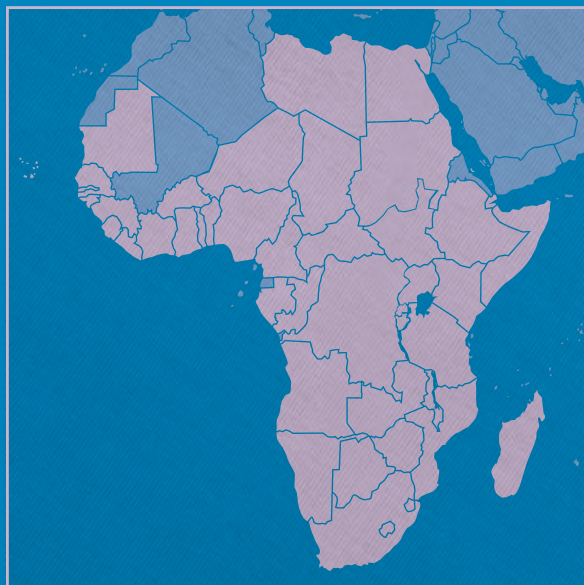
Outreach to At-Risk Youth

Empowering Youth through Civil Society, Business, Media



Young African Leaders Program

Improved the competencies of African entrepreneurs using technology, access to capital, messaging and branding, public-private partnerships, and financial management tools.



Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Congo Republic, Côte d'Ivoire, Democratic Republic of the Congo, Djibouti, Ethiopia, Gabon, The Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mauritania, Mauritius, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, Somalia, South Africa, South Sudan, Sudan, Swaziland, Tanzania, Togo, Uganda, Zambia, Zimbabwe

Iraqi Young Leaders Exchange

Developing Iraqi civil society



Empowering Zambian Youth Through Sports Program

Fostered leadership and team building skills in Zambian youth



MERIDIAN'S GLOBAL IMPACT

As a global leadership organization, Meridian's programs provide leaders with the knowledge, insights, skills, and tools to create change in their communities, countries, and regions.

Hungary, Serbia, Slovakia, Slovenia



Youth Leadership Program in Central Europe

- Expanding Community service & volunteerism

Brazil



Singapore



Turkey



Japan



Global Business @ Meridian Downtown

- Increasing global commerce, trade, and investment

Qatar



Center for International Museum Development

- Customized programs that help nations showcase their cultural heritage through museum development

Egypt, Syria



Bridges of Understanding Conference

- Deeper understanding of socio-political issues in the Middle East

China



American Chinese Cultural Initiative

- Improving U.S. - Chinese Relations through art and culture

Training Program - Chinese Government Agencies

- Improves competency of Chinese Financial Regulators in Electronic Payment Systems Infrastructure



Libya

Libya - IVLP

- Development of civil society



Egypt

Meridian Roundtable Discussion with Bush Institute Fellows

- Deeper understanding of the U.S. in: Education, Media, Business, Law, Health

Afghanistan



Exhibition - "In Small Things Remembered: The Early Years of U.S.-Afghan Relations"

- Educates Afghan audiences on the history of U.S. - Afghanistan Relations

Afghan Diplomat Training Program

- Protocol
- Diplomatic Relations



Pakistan

Women Moderating Extremism in Pakistan

- Development of Emerging Leaders
- Deeper understanding of diversity and religious pluralism.

Emerging Leaders in Pakistan

- Civil society
- Business

India



India Reverse Trade Mission

- Port Infrastructure;
- Technology



As part of Meridian's exchange and delegation expertise, we are often called upon to organize top-level trade missions. In September, Meridian organized an eight-day Reverse Trade Mission (RTM) for a delegation of 12 officials from India's port sector, sponsored by the U.S. Trade and Development Agency (USTDA). The goal of the Mission was to familiarize the officials with U.S. technologies, products, equipment, and services in port infrastructure, modernization, and security.



Contributions to Meridian support our work to strengthen international understanding through the exchange of ideas, people, and culture – critical factors in pursuing America's national interests, long-term security, and prosperity. Individuals and companies can support Meridian's mission in a variety of ways.

Private Support Opportunities

Membership opportunities, such as the Corporate Council and the Council on Women's Leadership, as well as advisory committees for the Cultural Diplomacy Program and Global Service Leaders Initiative, provide an outlet for committed individuals and companies to both support and benefit from Meridian's work. Limited to members who are able to commit both time and resources toward Meridian's mission, interested parties should contact the President's office at (202) 939-5559 to inquire about participating.

Individuals and corporations who wish to support the overall mission of Meridian through a financial gift are encouraged to consider giving to the Walter and Didi Cutler Fund for Global Engagement. Through the fund, donors may designate their gift to a specific program or for general support.



Preserving Our Architectural Heritage

As steward of two historic houses, Meridian House and White-Meyer House, Meridian continues to preserve these examples of John Russell Pope's residential architecture. In 2012, Meridian House's entrance courtyard was reconstructed, new masonry added to our retaining walls, and electrical wiring and circuits installed; efforts funded – in part – by a \$30,000 grant from the DC Commission on the Arts and Humanities. Our preservation efforts will continue in 2013 with HVAC improvements funded with a \$100,000 grant, also from the DC Commission on the Arts and Humanities. This work has been recognized by the DC Office of Planning with an Award for Excellence in Historic Preservation.

Meridian Legacy

Meridian's Legacy programs provide planned options for friends and supporters to ensure the future of Meridian and its houses.

Gifts in-Kind

Gifts in-Kind are another way of making a contribution to Meridian. These gifts may provide needed materials and products for operations, such as audio-visual and computer equipment, or services such as web site development.

For more ways to give, please contact Meridian's Development Office at (202) 939-5559 or merdevelopment@meridian.org

Ezekiel Jalloh
Meridian Intern



"Cultural misunderstanding was one of the causes of war in my birth country. Through my experience at Meridian, I realized that there are many programs and activities that can be put in place to create an atmosphere of cultural understanding. The knowledge I gained is knowledge I will continue to share with my peers and others. It is also knowledge I can take back to help develop my country. Meridian, to me, is like the academy of cultural and public diplomacy."

June, 2012

Statements of Financial Position

September 30,	2012	2011
Assets		
Cash and cash equivalents	\$ 1,672,738	\$ 1,738,442
Accounts receivable – grants and other–net	\$ 3,871,116	\$ 2,617,430
Pledges receivable	\$ 436,663	\$ 582,220
Prepaid expenses and other	\$ 709,500	\$ 686,215
Investments	\$ 4,346,880	\$ 3,875,984
Property and equipment, net	\$ 5,973,394	\$ 5,478,758
Total Assets	\$ 17,010,291	\$ 14,979,049
Liabilities		
Line-of-credit	\$ 992,743	\$ —
Term loan	\$ 2,323,794	\$ 2,374,011
Accounts payable	\$ 887,044	\$ 889,044
Accrued expenses	\$ 2,768,853	\$ 1,992,969
Capitalized leases	\$ 107,300	\$ 29,877
Deferred revenue	\$ 2,169,857	\$ 1,496,762
Total Liabilities	\$ 9,249,591	\$ 6,782,663
Net Assets		
Unrestricted	\$ 6,884,406	\$ 7,192,112
Temporarily restricted	\$ 197,247	\$ 264,236
Permanently restricted	\$ 679,047	\$ 740,038
Total Net Assets	\$ 7,760,700	\$ 8,196,386
Total Liabilities and Net Assets	\$ 17,010,291	\$ 14,979,049

Statements of Activities and Changes in Net Assets

Year ended September 30, 2012

Revenues and Investment Income

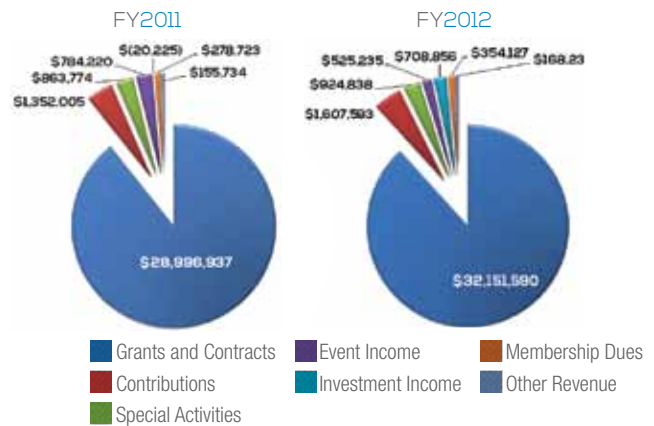
	Unrestricted	Temporarily and Permanently Restricted	Total
Grants and contracts	\$ 32,151,590	—	\$ 32,151,590
Contributions	\$ 1,595,493	\$ 12,100	\$ 1,607,593
Event income	\$ 525,235	—	\$ 525,235
Special activities	\$ 924,838	—	\$ 924,838
Investment income	\$ 708,856	—	\$ 708,856
Membership dues	\$ 354,127	—	\$ 354,127
Other	\$ 168,237	—	\$ 168,237
Net assets released from restriction	\$ 79,089	(\$ 79,089)	—
Total Revenues and Investment Income	\$ 36,507,465	(\$ 66,989)	\$ 36,440,476

Expenses

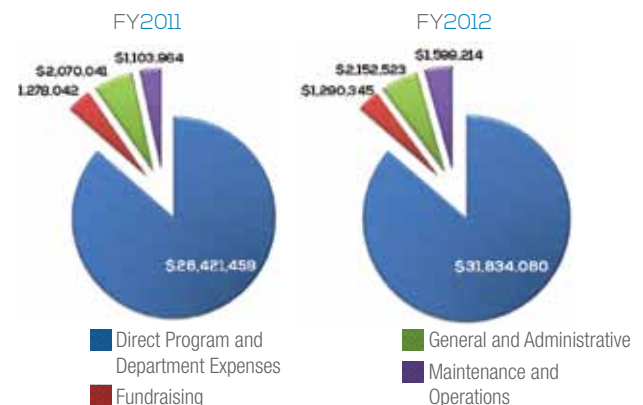
	Unrestricted	Temporarily and Permanently Restricted	Total
Direct program and department expenses	\$ 31,834,080	—	\$ 31,834,080
Development activities	\$ 1,290,345	—	\$ 1,290,345
Support Services:			
General and administrative	\$ 2,152,523	—	\$ 2,152,523
Maintenance and operations	\$ 1,599,214	—	\$ 1,599,214
Expenses	\$ 36,876,162	—	\$ 36,876,162

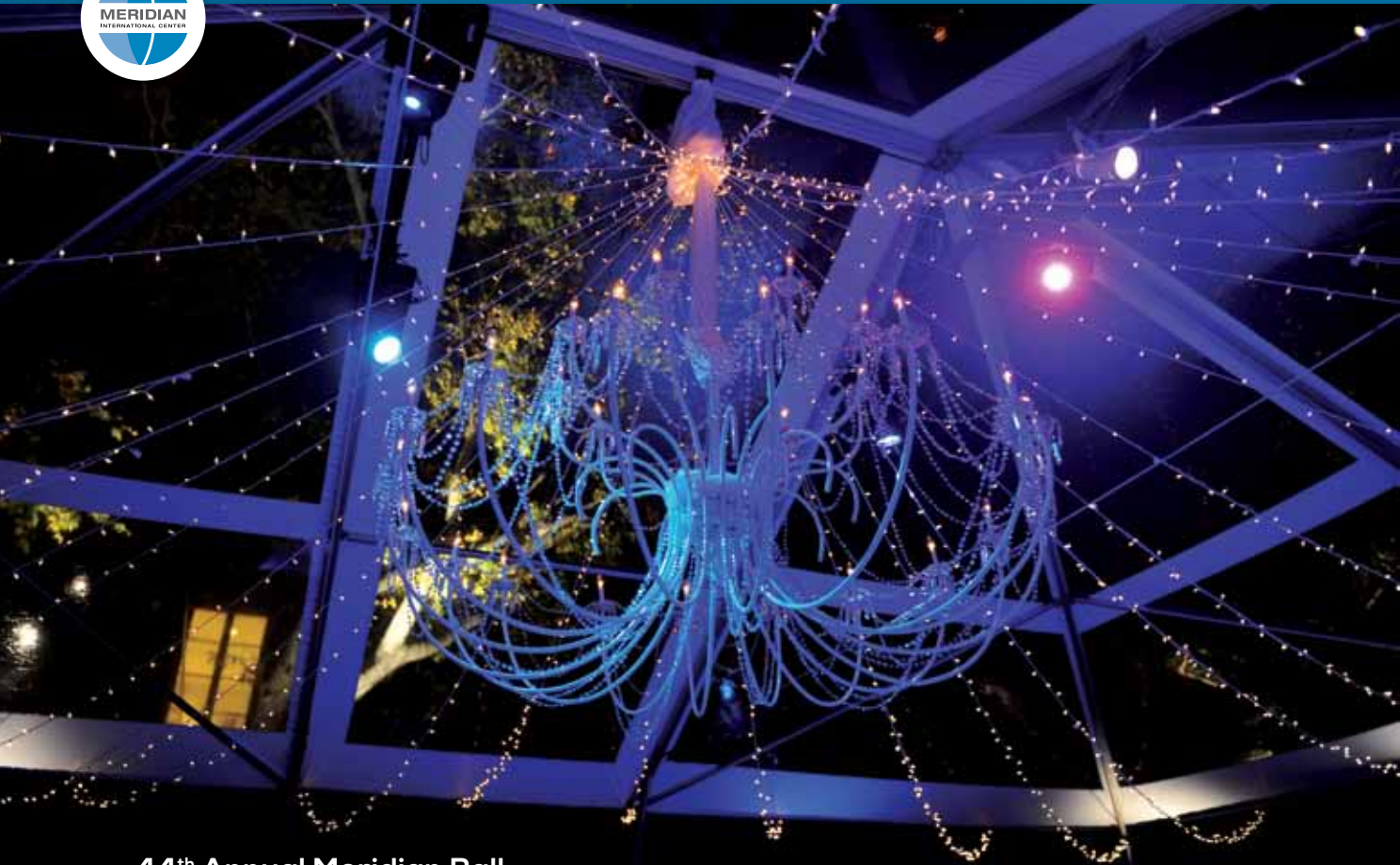
Change in Net Assets	(\$ 368,697)	(\$ 66,989)	(\$ 435,686)
Net Assets, beginning of year	\$ 7,192,112	\$ 1,004,274	\$ 8,196,386
Net Assets, end of year	\$ 6,884,406	\$ 876,294	\$ 7,760,700

Revenue Breakout



Functional Expense Breakout





44th Annual Meridian Ball

Building upon discussions and themes from the Global Leadership Summit, leaders convened on the evening of October 12th, for the 44th Annual Meridian Ball. Regarded throughout Washington as a “must-attend” event for high-level networking and relationship-building, this year’s was the largest in Meridian history, raising a record-breaking \$1 million in support of our work.

The Ball was presided over by Honorary Chair First Lady Michelle Obama; Congressional Co-Chairs Irene Hirano Inouye and Kristi Rogers; Honorary Sponsor Ambassador Capricia Penavic Marshall, Chief of Protocol of the United States; Ball Co-Chairs Jay L. Johnson, Chairman & CEO of General Dynamics Corporation, and Sydney McNiff Johnson; White-Meyer Co-Chairs Loran and Robert Aiken and Ashley and Matt Bronczek; and Young Professional Co-Chairs Erika Gutierrez, Amanda Pope, and Reem Sadik. The Ball was generously supported by Presenting Sponsor General Dynamics and other key sponsors.

Guests included Supreme Court Justice Anthony Kennedy; Ambassador Patrick Kennedy, Under Secretary for Management at the U.S. Department of State; Ambassador Capricia Penavic Marshall, Chief of Protocol of the United States; Michelle Kwan, Senior Advisor for Public Diplomacy and Public Affairs, United States Department of State; Congressman Joseph Crowley, New York; and Congressman Mike Rogers, Michigan.



▶▶ White-Meyer Co-Chairs Ashley Taylor Bronczek and Matthew Bronczek.



▶▶ Meridian President and CEO Ambassador Stuart Holliday, Gwen Holliday, Ball Chairs Jay L. Johnson, Sydney McNiff Johnson.



▶▶ White-Meyer Co-Chairs Robert Aiken and Loran Aiken.

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The Meridian Campus sits on four acres north of the White House on Washington's historic 16th Street. Strategically located just minutes away from the heart of Washington, Meridian has earned its place as the premier location for the world's most influential decision-makers to meet. Meridian's two historic buildings - Meridian House and White-Meyer House – are surrounded by gardens, forming a city block of unusual historic and architectural interest. Our campus is the residential jewel of John Russell Pope, who also designed the Jefferson Memorial, the National Gallery of Art (West Building), and the National Archives. The houses are listed on the National Register of Historic Places. Standing the test of time, this property is still considered by many to be the finest example of French urban architecture in the United States.

►► Meridian House.

EVENT RENTALS

Meridian House and White-Meyer House have been the venues for international conferences, high-profile networking sessions, weddings, celebrity photo-shoots, and other special events.

To reserve the Meridian House or the White-Meyer House for your next event, please call (202) 939-5592.

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At Meridian, we take pride in the diversity and talents of our clients, partners, and visitors, as well as our hard-working and highly qualified staff. Many have advanced degrees in law, education, business, and the arts, and have gained experience by working with the Foreign Service, Peace Corps, Fulbright Program, and many other organizations.

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30 LANGUAGES, including
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NATIONS IN WHICH WE HAVE LIVED

Our staff have lived for extended
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2013

Global Leadership Summit and the 45th Annual Meridian Ball

The Meridian Global Leadership Summit and 45th Annual Ball will take place on Friday, October 18th, 2013.

The Summit will convene a cross-section of international and domestic policy makers, corporate and diplomatic leaders, academics, and members of the media to explore more efficient, effective ways to address global economic and societal challenges.

While the Summit provides the vehicle for discussion, the Ball and accompanying dinners offer time to connect with counterparts and delve deeper into the day's themes. The Ball, one of the most prestigious annual events in Washington, is well attended by public officials including Cabinet Secretaries, Supreme Court Justices, and members of the U.S. Congress, as well as prominent media figures, foreign ambassadors, and representatives from the international business and cultural communities. For more information on tickets and sponsorships, please contact Olivia Dorieux at (202) 450-5899 or Olivia@355Lex.com.

US-France Dialogue

The U.S. – France Leadership Dialogue is an initiative that brings together public and private-sector leaders from the U.S. and France to identify key areas of collaboration on current economic and social challenges, and lay the groundwork for the development of concrete initiatives to address such challenges. The Dialogue is structured around a series of forums on key policy issues that are held in the United States and France, alternating each year.

Topics reflect current events, with participants drawn from the private, public, and non-profit sectors. In particular, the 2012-2013 timeframe provides an early opportunity to engage with both the French and American governments following national elections in each country. Meridian conducts the U.S. – France Leadership Dialogue in partnership with the Association France-Amériques and the French-American Cultural Foundation, under the auspices of the French Embassy.

Meridian Global Leadership Institute

GLI's flagship educational offering, Essentials of Global Leadership, will premiere at Meridian in spring 2013. This three-and-a-half-day, open-enrollment program develops competencies needed to navigate the complexities of the global business environment, including cultural intelligence, geopolitical risk acumen, government and external relations know-how, public diplomacy skills, and sustainability insight.

A week-long program for senior executives, Leading the Global Organization, will be presented at Meridian in fall 2013. Other offerings for 2013 include programs focused on the competencies developed through Essentials of Global Leadership, as well as offerings targeted to the public sector. GLI is also introducing youth-oriented global leadership programming through a licensing agreement with WorldStrides, the U.S.'s oldest and largest provider of high-quality educational travel for students.

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Insights at Meridian is a series of programs tailored specifically for the diplomatic community, and designed to explore relevant issues of U.S. domestic policy. The discussions are led by an ambassador whose own experience and background inform the subject at hand, along with other discussants from the academic, media, and private sector communities.

On September 12, Meridian and THIS for Diplomats hosted an Insights at Meridian program, “On the Campaign Trail: The Road to November”, ahead of the 2012 U.S. Presidential Elections. With Her Excellency Muni Figueres, Ambassador of Costa Rica, serving as moderator, political strategists John Feehery, President of Quinn Gillespie Communication and Director of QGA Government Affairs, and Jack Quinn, Co-founder and Chairman, QGA Public Affairs shared their views on the then-upcoming elections. Key issues raised included the Republican and Democratic Conventions, voter fraud, Super PACs, immigration, same-sex marriage, and healthcare reform. There was also a vibrant discussion on the presidential candidates’ positions on foreign assistance to developing countries, as well as their policies on migration, and the prioritization of particular regions of the world. The audience of senior diplomats was joined by a delegation of foreign journalists, as part of the State Department’s International Visitor Leadership Program (IVLP) and members of Meridian’s Corporate Council.

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