Connecting and educating global leaders for a more secure, responsible, and prosperous world.



2013 ANNUAL REPORT

Thank you for your continued support!

Dear Friends,

2013 was a transformative year for Meridian. Every day, we see the ripples of global change as the world's top leaders come together through our work, developing solutions to the complex challenges facing their organizations, communities, and countries. Recognizing that these changes are unprecedented, and that momentous shifts are occurring at every level of society and industry, our efforts have evolved to keep pace.

Our team is responding by leveraging more than 50 years of experience in convening, exchange, and public diplomacy to prepare global leaders for what lies ahead. By providing them with critical insights and resources, Meridian ensures that these leaders are better able to create value for their organization or community, collaborate across borders and sectors, and share their insights with others.

In the pages that follow, you will discover how we are executing our vision for Meridian's future – a continuing evolution that remains true to our core mission: a global leadership organization that offers unique education, exchange, collaboration, and cultural programs for the world's current and future leaders.

Governor James J. Blanchard Chairman

Jim Blandas

Ambassador Stuart W. Holliday
President & CEO

Short Holliday

Meet Our Leadership 2013 Board of Trustees

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President and CEO



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Executive Vice President
and Chief Operating Officer



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Bonnie Glick Senior Vice President, GlobalConnect



Gregory D. Houston
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Chief Financial Officer
and Senior Vice President, Operations



Luis A. Viada
President,
Global Leadership Institute



Dr. Myra BestVice President, Professional
Exchanges - Group Projects,
Proposals and Working Groups



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Public Programs



Carlotta S. Lee Vice President, Human Resources



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Communications



Amy Selco Vice President, Development

Meet
Our Staff
meridian.org/staff

Click for a full staff directory



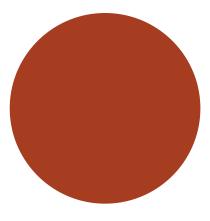
Welcome to Meridian International Center

A global leadership organization that connects and educates current and future leaders for greater understanding, collaboration, and effectiveness in a complex international environment.

We Believe...

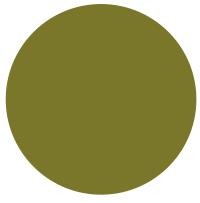
That greater cooperation, sharing, and learning between the U.S. and emerging leaders worldwide will lead to enhanced prosperity, security, and responsible development around the globe.

We Are Dedicated To...



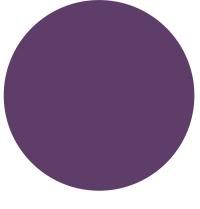
Exchange

We create unique leadership learning experiences that open minds and create lasting relationships.



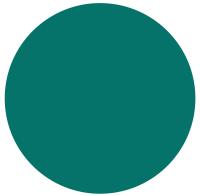
Collaboration

We provide a trusted, neutral convening forum to allow leaders from different countries and sectors to share ideas, engage global audiences, and understand diverse perspectives.



Culture

We help countries and leaders build understanding and context through cultural exchange and the arts.



Insights

We offer tailored programs to help leaders better navigate a complex global environment.

Meridian Impact

Western Hemisphere

Jamaican IVLP participants in Jackson, Wyoming, for the "Education of the Exceptional Child" project.



Ambassador Gary Doer of Canada discusses U.S.-Canada relations at a Meridian Global Dialogue Dinner.



Ambassador Eduardo Medina-Mora of Mexico speaks on his country's priorities at the Meridian Global Leadership Summit.



Meridian Corporate Council members

discuss trade and investment opportunities with Ambassador Carlos Urrutia of Colombia

at the Global Business@ Meridian Downtown

breakfast series.

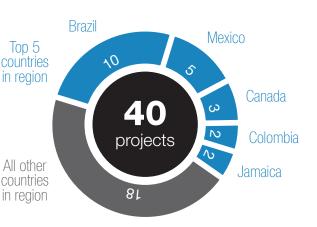


Higher

eaders meet with

education leaders from Brazil meet with 15 U.S. universities, devising plans to increase student exchange between our two countries.

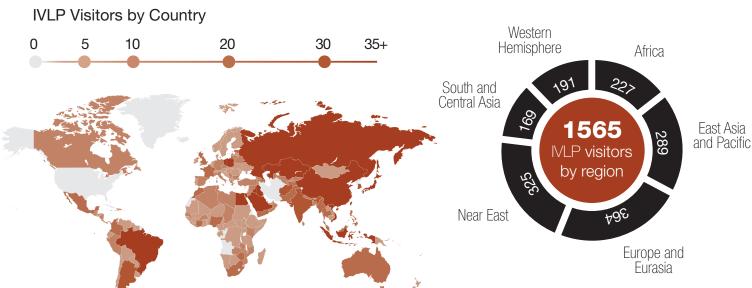




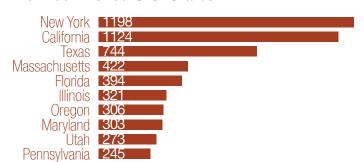


International Visitor Leadership Program

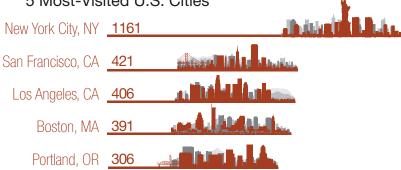
For more than 50 years, Meridian has been a principal partner of the U.S. Department of State's International Visitor Leadership Program (IVLP), which promotes mutual understanding by bringing leaders from around the world to the United States. As in previous years, Meridian's Professional Exchanges Division designed and implemented hundreds of visits in which participants shared knowledge and ideas with their counterparts and built lasting professional relationships.



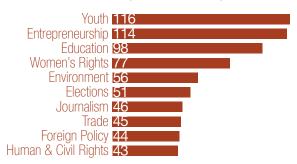
10 Most-Visited U.S. States



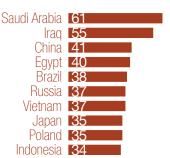
5 Most-Visited U.S. Cities



Top 10 IVLP Topics



Top 10 IVLP Countries



International Visitor Leadership Program



Virtual Exchange

Meridian brought together more than 35 participants from 12 countries via virtual tools and social media for the first-ever IVLP virtual exchange hosted by American Corners, an initiative funded by the U.S. Department of State. The program highlights American culture, history, current events, and government. The session was part of our ongoing work to extend and strengthen the traditional, in-person IVLP experience by utilizing new technologies.



@StateIVLP Virtual Diplomacy: Read how #AmericanCorners coordinators shared their #IVLP experience. w/@ MeridianIntl @ECAatState



In Oakland, CA, participants visit YouTube Space, a state-of-the-art production facility.

Exploring Social Media's Possibilities Face to Face

In "The Social Media Generation: Creativity, Connections, and Community" program, Meridian took seven media specialists and New Media entrepreneurs from Saudi Arabia to New York, Austin, Los Angeles, San Francisco, and Oakland to collaborate with U.S. counterparts, community leaders, and students on new ways of using social media as tools for education, research, and improving cultural understanding.



Channel

You Infared Studio IVLP PROGRAM - The Social Media Generation: Creativity, Connections and Community

International Visitor Leadership Program



Strengthening Social and Economic Entrepreneurship

In response to President Barack Obama's Presidential Summit on Entrepreneurship, Meridian convened business leaders from 28 countries to explore new and more effective strategies for starting businesses, penetrating new markets, and responding to changing consumer needs. The participants included the founder of Brunei's version of Groupon and the owner of the first air-conditioned pharmacy in Laos, among other notable entrepreneurs.



Paralympic gold medalist and Meridian IVLP participant Anderson Lopes Santos tours PNC Park with Pittsburgh Pirates Manager of Diversity Initiatives Chaz Kellem.

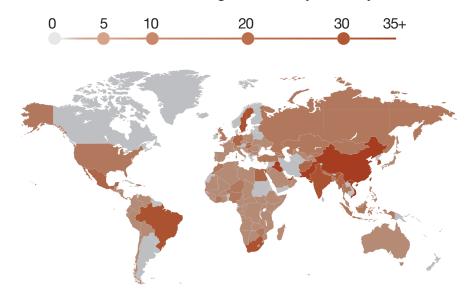
Furthering Social Inclusion Through Accessibility

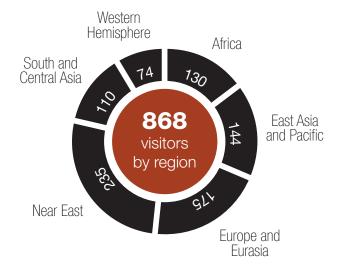
As part of its mission to connect, engage, and educate leaders from around the world, Meridian focuses on increased accessibility for those living with disabilities. Meridian's IVLP group on "Furthering Social Inclusion through Accessibility" included a tour of PNC Park in Pittsburgh to learn about the stadium's accommodations and accessibility for people with disabilities.

Customized Exchanges

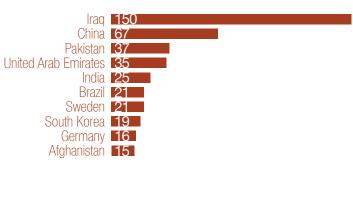
Beyond the professional exchanges developed and conducted by Meridian as the largest and longest-standing IVLP partner, the GlobalConnect Division crafted and implemented nearly 100 customized programs and projects during the year. Through these unique exchanges, Meridian assists U.S. Embassies and the U.S. Department of State, the U.S. Trade and Development Agency, local and international non-governmental organizations, foreign governments, and private sector companies in developing strategies to address specific issues. Critical areas covered include: trade, economic development, journalism and media, workforce development, security, and IT.

Customized Exchange Visitors by Country





Top 10 Customized Exchange Countries



Customized Exchanges

Afghan Diplomat Training with the U.S. Embassy in Kabul

15 early-career diplomats selected by the U.S. Embassy in Kabul took part in Meridian-led training on cultivating diplomatic resources, writing cables, organizing protocol visits, negotiation, strategic planning, personnel and financial management, and other diplomatic responsibilities.



Iraqi Young Leaders Exchange Program (IYLEP)

For the sixth consecutive year, GlobalConnect designed and led this important youth leadership development program for 100 Iraqi undergraduate and 50 high school students – a record number, representing all 18 Iraqi provinces. Focusing on building skills in conflict resolution and civic engagement, students on this exchange experience established a diverse peer network in their country, as well as a deeper understanding of the United States. They returned home prepared to launch local community development and other targeted projects.



@lubna_kasim

@MeridianIntl Thanks for giving us the chance of a life time (IYLEP from UT)

Responsible Journalism Programs

Meridian and partner Dexis Consulting Group implemented 47 programs for the U.S. State Department's Office of Broadcast Services, as well as five reporting tours for its Foreign Press Center. Hundreds of foreign journalists engaged with U.S. stakeholders, created short documentaries and news reports, and shared their work with viewers and readers in their home countries. Themes ranged from nuclear energy use to the role of women in politics and the preservation of national parks.

Customized Exchanges



U.S. Trade and Development Agency Reverse Trade Missions (RTMs)

Meridian worked with government and corporate clients to implement multi-city Reverse Trade Missions for the U.S. Trade and Development Agency, showcasing U.S. products, services, and best practices that:

- Helped advance the use of technology in the health care industry in China;
- Contributed to infrastructure development and expanded clean energy in Indonesia, Thailand, and the Philippines; and
- Improved Colombian ports' infrastructure, logistics, operations, and security.



Visitors meet with former U.S. Secretary of State George Shultz.

Financial System Training and Exchange — Visa Corporation

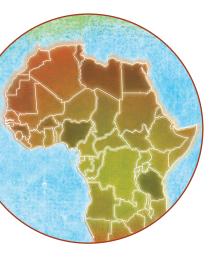
Meridian created tailored programming for 15 Chinese financial regulators and government officials participating in a three-week program sponsored by Visa Corporation. Through executive training at Stanford University and visits to financial and regulatory institutions in San Francisco, Washington, DC, and New York City – including the New York Stock Exchange – participants deepened their understanding of the U.S. financial markets and associated regulatory systems.

Customized Exchanges



Internet Freedom Fellows Program

Funded by the U.S. Embassy in Geneva, this United Nations program brought six human rights activists from across the globe to Geneva, Washington, DC, and Silicon Valley. Interacting with fellow activists – as well as U.S. and international leaders from government, the private sector, and members of civil society – the group explored the importance of freedom of speech through a free Internet to fundamental human rights.



The President's Young African Leaders Initiative (YALI): Alumni Reunion Seminars

Meridian, through its partnership with the U.S. Department of State, hosted more than 100 emerging leaders from 40 African countries in Dakar, Senegal, and Johannesburg, South Africa, following three years of participation in this key White House initiative.

At the seminars, the Young African Leaders held discussions with industry experts; engaged in virtual exchanges; participated in workshops on communications, mass media relations, social media engagement, and financial management; and explored ways of penetrating markets outside of their countries. The seminars also provided an opportunity to strengthen the YALI network and maintain the program's momentum, so that the young leaders can bring meaningful, sustainable change to their communities and countries.



@TonyiSenayah Visited the #AfricanLeadershipAcademy in Joburg and left overwhelmed Incredible display of leadership and intellect by students #youngafrica

Meridian Impact

Africa

An African Women's
Entrepreneurship Program
(AWEP) participant from
Côte d'Ivoire meets with
Congresswoman Karen
Bass to discuss the role
of the Africa Growth and
Opportunity Act (AGOA) in
encouraging trade between
the U.S. and Africa.





M

More than 50 African
Leaders meet in
Johannesburg, South
Africa for the Young
African Leaders
Initiative (YALI)
Alumni Reunion
Seminar organized
by Meridian in
partnership with the U.S.
Department of State.

An African Women's
Entrepreneurship Program
(AWEP) participant

from Kenya, who
runs a textile
business, visits
Los Angeles
to create
networking
opportunities
with American
entrepreneurs.



Michael Mabwe of
Zimbabwe visits
the National
Underground
Railroad Freedom
Center in
Cincinnati during
his participation in
the IVLP Gold Stars
program.







2013

Collaboration Highlights

Gallup Chairman & CEO Jim Clifton presents "Global States of Mind."



Ambassador Tebelelo Seretse of Botswana and Ambassador Eduardo Medina-Mora of Mexico discuss today's demands on global leadership.

Meridian Global Leadership Summit



Meridian Global **Leadership Summit**

The second annual Meridian Global Leadership Summit (MGLS), presented in partnership with Gallup and the Ronald Reagan Building and International Trade Center, brought together over 200 policy-makers, diplomats, business leaders, and members of the media to discuss the dynamics of global leadership and opportunities for advancing global cooperation.

Highlights from the Summit included the release of the "Global States of Mind: New Metrics for World Leaders" report, along with audience engagement and interaction via Microsoft's Bing Pulse technology. This annual Summit allows participants to discuss how people around the world view their leaders and how those leaders confront challenges on both the local and global levels.



@NathalieCely A great discussion in relevance of UN and its need for transformation for effective global governance #leadershipsummit



Tom Monahan, Chairman and CEO of CEB; The Lord Palumbo of Walbrook, Chairman of the Jury for the Pritzker Architecture Prize: and M. Shafik Gabr, Chairman and Managing Director of ARTOC Group for Investment and Development are led in discussion by author Christopher Schroeder.



Ambassador Stuart Holliday, President and CEO of Meridian, with Dr. Vali Nasr, Dean of the Johns Hopkins School of Advanced International Studies.

2013 Collaboration Highlights

Public Programs

Meridian's Public Programs Division offers a way for stakeholders to directly engage with the organization and with one another through conferences and trainings, policy discussions, bilateral dialogues, and

diplomatic engagement programs. Meridian's assets include the ability to create meeting and discussion opportunities with visiting delegations; hold networking events with the corporate, diplomatic corps, and NGO communities; host conferences and dialogues that address international policy issues with unique constituencies; and leverage our historic campus in the heart of Washington as a neutral and unique convening space.



Audience members engage in "Power to the Tweeple: Best Practices in Digital Diplomacy," co-hosted by Meridian and Google.



Via Google Hangout, U.S. Ambassador to Russia Michael A. McFaul joins the conversation on digital diplomacy.

Utilizing Innovation and New Ways of Convening

As the world shrinks with the aid of new technologies, Meridian looks for smarter ways to bring together diverse global communities. Whether incorporating speakers remotely via Adobe Connect into Washington-based events or putting the topic of technology front and center, Meridian always strives to be forwardlooking.



@ECA AS Love the use of virtual exchange MT @eDipAtState: At @MeridianIntl for Power to the Tweeple, with @McFaul on Google Hangout. #SMWdiplomacy



Participants weigh in on a discussion of The Island President, with the filmmaker contributing to the conversation remotely via Adobe Connect.



Meridian partners with 1776, a global hub for startups, on the Revolutionaries event, "Startups Rising in the Middle Fast."

2013 Collaboration Highlights

Public Programs



Ma Nilar Oo shares her perspectives during a roundtable discussion as part of a women's leadership delegation from Burma.

Highlighting the Next Generation of Leaders

Meridian cultivates the next generation of leaders by integrating two core strengths - providing a neutral platform to host meaningful dialogue and actively engaging international visitors. Some of the most meaningful programs of 2013 engaged the impressive leaders hosted through the State Department's International Visitor Leadership Program, as well as those developed and administered by GlobalConnect. By involving these visitors in organization programming – as speakers, participants, and audiences - Meridian distinguishes itself as an institution where meaningful global dialogue happens.



The Trafficking in Persons Heroes are honored at Meridian following the 2013 report launch with Secretary of State John Kerry at the State Department.



Frederick Laurence Munro of the KwaZulu-Natal Nature Conservation Board in South Africa provides insights on anti-poaching and antitrafficking of wildlife.



@ECAatState #SecKerry recognizing #TIPHeroes ... who dedicate their lives to human trafficking issues ... #IVLP

2013

Collaboration Highlights

Jonathan Shrier, Special Representative for Global Food Security, shares the stage with Former Secretary of Agriculture Ann Veneman at "Culinary Diplomacy across Borders," an *Insights* program.

Pacific Women Climate Leaders, as part of an IVLP project, were welcomed at the Embassy of Fiji by Ambassador Winston Thompson and his wife Queenie.

Public Programs

Strengthening Public Diplomacy and Diplomatic Relations

Central to Meridian's mission are public diplomacy and international cultural understanding, as seen through a variety of programmatic initiatives and activities, from intimate dinners to large-scale public programs. Events with the diplomatic community throughout the year – including the ongoing *Insights at Meridian* series and Global Dialogue Dinners with Japan, Canada, and Indonesia – showcase these countries' own unique perspectives.

Insights at Meridian: Your Funds at Work

Programs like *Insights at Meridian* – a forum for the foreign diplomatic corps in DC to gain new viewpoints on timely U.S. policy issues – is made possible in large part by **The Walter and Didi Cutler Fund for Global Engagement**. We extend our thanks to those who have supported this fund, enabling Meridian to carry out such programs that are central to our mission.



Former U.S. Chief of Protocol, Ambassador Capricia Penavic Marshall, greets White House Social Secretary, Jeremy Bernard, at a Meridian reception honoring the embassy social secretaries.



Meridian Trustee and Chevron executive Maria Pica Karp with Ambassador Kenichiro Sasae of Japan at a Global Dialogue Dinner.

2013 Collaboration

Public Programs Highlights

Participants in an IVLP project on "Women in Technology" enjoy a morning of tweets, appsharing, and high-tech networking.



With a focus on building high-growth and high-impact ventures, visitors studying "Entrepreneurship and Business Management" met with their U.S.-based counterparts.

Speed Convening

Meridian's signature "speed convening" model enables personal interaction and engagement between international visitors and their U.S.-based peers. Through these short, timed sessions, Meridian introduces visitors to a host of local experts in various fields and sectors, and ensures diverse perspectives and conversations are shared.



@alexmae Thanks to @MeridianIntl for the opportunity to speak to such a great group of visitors on social media & #advocacy!



Members of a multi-regional group working in the STEM fields explore science and technology education in the U.S.



Visitors from the Lower Mekong Initiative met with local entrepreneurial experts on topics ranging from incubators and startups to micro-lending and co-working spaces.



Emerging leaders from Pakistan focused on technology and social media with input from experts like Google's Ben Blink.

2013 Collaboration Highlights

Public Programs



Meridian staff members representing the Global Service Leaders program on the 2013 National Day of Service.



Meridian staff gather at a DC public high school, School Without Walls, for a day devoted to community service.

Engaging Communities Locally and Around the World

While Meridian's reach extends to every corner of the globe, collaboration with local stakeholders - schools, educators, and community leaders – is key to the organization's mission. Through initiatives such as the Global Perspectives Film Series and Global Service Leaders, Meridian connects local communities with global issues.



@State_SCA A group of Artists from #Pakistan visited a local DC public school today! ... cc: @MeridianIntl @ usembislamabad



Meridian hosts a "Knit-In" with local partners, bringing all ages and all skill levels together to benefit the DC community organization, So Others Might Eat.



George Mason University's Frank Neville provides context following a film screening of Education, Education, as part of the Global Perspectives Film Series.



MLK Weekend of Service - Contributing to the International legacy of Dr. Martin Luther King Jr. and the spirit of volunteerism through service projects.

Meridian Impact

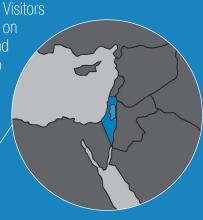
Near East

Four Moroccan food and beverage industry leaders meet with Mike Lenard, founder of the DC TaKorean food truck, who provides insights on small business development and the role of local cooperatives in supporting entrepreneurs. 2013 Bush Institute Fellows from Egypt engage in "speed mentoring" with community leaders, **Council on Women's**



Leadership at
Meridian
members,
and
diplomats.

Two International Visitors from Israel focus on engaging youth and inspiring leadership through civic participation and volunteerism.





Meridian collaborates
with the U.S. Embassy
Baghdad to
implement the
2013 Iraqi
Young Leaders
Exchange
Program (IYLEP).



A Saudi visitor in the
"Youth Empowerment
through Scouting
and Sports"
program is
welcomed
to Philmont
Scout Ranch in
Cimarron, New
Mexico.



73
projects
Morocco

Saudi Arabia

All other countries in region

Top 5

countries

in region



2013 Culture Highlights

Meridian Center for Cultural Diplomacy

The Meridian Center for Cultural Diplomacy (MCCD) enhances crosscultural understanding and opens avenues for dialogue and collaboration between individuals, governments, and nations. Meridian offers a unique approach to cultural diplomacy that engages U.S. and worldwide audiences

through public-private partnerships, community outreach, international exchange programs, and educational initiatives. Working with embassies in Washington and ministries of culture abroad, MCCD presents the heritage of other countries to diverse American audiences. Meridian also works with corporations interested in strengthening relationships overseas, and with the U.S. Department of State to highlight important aspects of American culture and historic bilateral relationships.



Meridian Chairman, Governor James Blanchard, greets Ambassador of China Zhang Yesui at the launch of Style in Silk.



Celebrity Chinese designs are modeled at the Lunar New Year Celebration.

American-Chinese Cultural Initiative (ACCI)

This ongoing initiative, supported by public-private partnerships, exemplifies the range of MCCD capabilities. By showcasing collaborations in the visual, performing, literary, and culinary arts, ACCI brings these two leading nations closer together through the neutral forum of culture. Programming includes:

Cultural Events

Meridian and the Chinese Embassy in the United States co-hosted the third annual Chinese Lunar New Year Celebration on January 31st. The event showcased Chinese culture through traditional cuisine and a fashion show featuring the creations of emerging Chinese designers. Each year, this well-attended event brings together diplomats and political leaders, as well as cultural and corporate officials from both countries.

Public-Private Partnerships

Meridian partnered with Goldman Sachs to highlight the importance of cultural exchange and continued U.S.-China collaboration through a joint performance by the China National Orchestra and the U.S.-based Five States Orchestra. High-level attendees representing numerous sectors enjoyed the concert, which melded sounds of Chinese and Western instruments.

Exhibitions

Style in Silk: Tradition and Innovation in Chinese Fashion, the second exhibition developed under the auspices of ACCI, was displayed at Meridian's Cafritz Galleries and featured art and fashion from the world's largest silk museum in Hangzhou, China. The exhibition brought together top designers and informed American viewers about the materials, techniques, and aesthetics that characterize ancient and contemporary Chinese fashion.

2013 Culture Highlights

MCCD on Jazz Diplomacy

Music – like art and cuisine – is a shared element found in every culture. Jazz is an American original, but today it is one of the few music genres that people around the world embrace, making it a powerful tool for cultural diplomacy.

"There is no substitute for these kinds of personal exchanges – especially those based on the arts... Music can create lasting connections."

- Quincy Jones, in Meridian's Jam Session catalogue



U.S. Ambassador to Turkey,
Francis Ricciardone,
Meridian's Dr. Curtis
Sandberg, and U.S. Consul
General in Istanbul Scott
Kilner view *Jam Session* on
display in Turkey.

Jam Session: America's Jazz Ambassadors Embrace the World

An acclaimed photographic exhibition, *Jam Session* was displayed at UNESCO's second annual International Jazz Day in Istanbul, Turkey, and at the Jazz Festival at Shanghai Culture Square in China. This powerful presentation demonstrates the richness of American cultural heritage through the story of 20th-century jazz greats who traveled abroad for the U.S. Department of State during the Cold War. It has visited 82 venues and 38 countries since its debut in 2008.



Musicians performing at the 11th Annual Turkish Festival in DC.

U.S.-Turkish Jazz Exchange

Meridian hosted five emerging jazz musicians from Ankara, who presented multiple concerts in Washington, DC, as part of the DC-Ankara Sister City relationship. The musicians experienced the United States for the first time while bringing a rich experience of Turkish culture to American audiences. Program partners included the Office of the Mayor of Washington, DC, the Turkish Cultural Foundation, the American Turkish Association of Washington, DC, the Smithsonian Institution, the Embassy of the Republic of Turkey, and the Blues Alley Youth Orchestra.

2013 Culture Highlights

MCCD Current Projects



Herbert Hoover meets Mohandas Gandhi in India during a 1946 famine relief tour.

Courtesy of the Herbert Hoover Presidential Library, 1946-72A.



President Jimmy Carter, President Richard Nixon, and Chinese Vice Premier Deng Xiaoping during a state dinner in 1979. Courtesy of the Jimmy Carter Presidential Library and

Museum, 183214.

Past Forward: Contemporary Art from the Emirates

This groundbreaking display, organized with support from the Embassy of the United Arab Emirates in Washington, DC, is the first major touring exhibition of Emirati art abroad. The collection of over 50 diverse artworks by 25 Emirati artists will share the UAE's rich cultural heritage, rapid development, and burgeoning art scene with American audiences on an 18-month tour.

U.S.-India Relations

The U.S. Embassy in New Delhi awarded MCCD a grant to create an exhibition that chronicles U.S.-India relations before 1947. Composed of photographs, documents, and ephemera, the presentation is expected to reach Indian youth and other key demographics, advancing common interests of our two countries. After debuting in New Delhi, the exhibition will travel around India on a multi-year tour.

U.S.-China Relations

This exhibition will document the early history of interactions between Americans and Chinese from the late 18th century to 1979. Highlighting the importance of the longstanding U.S.-China relationship, this unique presentation will open at Meridian's Cafritz Galleries before traveling to public venues throughout China, where it will be used by the U.S. Embassy for community outreach.

Meridian Impact

South and Central Asia

Pakistani artists, who focus on social engagement through the arts, design and paint a mural at the Mt. Pleasant

Farmer's Market in DC with local residents.

Meridian partners with the U.S. Embassy in Kabul to train early-career Afghan diplomats in the essential skills and tools of their critical mission.





IVLP participants from
Kazakhstan study the
role of Coast Guards
and the Customs
Service, in
Pensacola, FL.

Several International Visitors
from Tajikistan travel to
the U.S. to explore
media issues,
including two
participants in
the prestigious
Edward R.
Murrow
Program for



Michael Schlesinger of the International Intellectual Property Alliance addresses the Indian Chamber of Commerce in Kolkata as part of the Meridian-administered U.S. Speaker and Specialist Program for India.







2013 Insights Highlights

The Meridian Global Leadership Institute

This year, the Global Leadership Institute (GLI) emerged as a key vehicle for sharing Meridian's expertise with an even wider audience. Through tailored training programs and public sessions, GLI is utilizing Meridian's 50 years of experience in high-level, cross-sector exchange, training, and convening to provide leaders with the tools they need to be effective in an international context.



Customized Programs for Corporate Audiences

GLI delivered unique programs for senior executives and highpotential staff in leading companies, offering participants critical tools that they can apply to their global activities. Each program centers on one or more of GLI's six essential competencies for global leadership and incorporates regional or thematic perspectives that align with company goals.

Developed with the guidance and input of leading practitioners and subject-matter experts from business, government, and academia, the core curriculum targets:

BUSINESS DIPLOMACY – Explore the differences between operating internationally and domestically and understand how to manage context in unfamiliar and volatile environments.

POLITICAL RISK MANAGEMENT – Identify, prioritize, and develop strategies for meeting the multidimensional risks facing global businesses.

CULTURAL INTELLIGENCE – Recognize the cultural cues and practices that govern personal and professional interactions in a foreign context, leveraging cultural differences for business success.

STAKEHOLDER ENGAGEMENT – Map and cultivate relationships with critical government, media, interest group, supplier, customer, and other constituencies that impact strategic goals.

STRATEGIC COMMUNICATIONS – Meet the steep challenges of building trust and influence overseas through sound, inventive communication and media approaches.

SUSTAINABILITY STRATEGY – Position organizations as positive agents for change in the countries and communities in which they operate.

2013 Insights Highlights

The Meridian Global Leadership Institute



Essentials of Global Business Diplomacy

The Institute piloted this cornerstone program at the Meridian Global Leadership Summit. In an interactive two-day session, 40 executives and managers with international portfolios benefited from the experience of world-class faculty, networked with peers, and examined valuable new approaches.



Establishing Partnerships

GLI launched offerings in partnership with WorldStrides, the United States' oldest and largest provider of educational travel for students through the graduate level. Joint activities are a model for expanding GLI's collaboration with governmental agencies, academic institutions, and complementary leadership training providers.



Welcoming New Leadership

The Global Leadership Institute welcomed its new president, Luis A. Viada, whose dynamic vision for GLI stems from executive experience throughout Latin America, Asia, and the Middle East with Citibank, McGraw-Hill Companies, the U.S.-Mexico Foundation, and Standard & Poor's.

Meridian Impact

East Asia and Pacific

A visitor from Malaysia

— the CEO of a software
development company

— participates in a speed
mentoring session on
Women in Technology
with her U.S.-based
colleagues.



IVLP participants from Vietnam take part in a speed-convening session: *Brainstorming the*

Business of Startups.



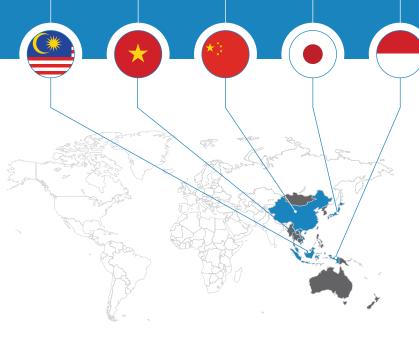
Meridian and the
Embassy of
the People's
Republic of
China co-host
the 3rd annual
Chinese Lunar
New Year
celebration



Governor Mike Beebe of Arkansas meets with IVLP participant Katsuya lino of Japan's Ministry of Economy, Trade and Industry to discuss international trade.



Dr. Dino Patti Djalal,
Ambassador of
the Republic
of Indonesia,
speaks at
a Global
Dialogue
Dinner at
Meridian.







2013 Councils Highlights

The Meridian Corporate Council

The Meridian Corporate Council provides a gateway for multinational companies to better understand, navigate, and thrive in a global economy. In its fourth year, the Corporate Council continued to serve as a prime channel for its 30 member companies to partner with Meridian through dialogue, training, and exchange on current issues relevant to the global business community. With support from 2013 Co-Chairs Art Collins (theGroup) and Meredith Baker (Comcast/NBCUniversal), Meridian engaged with its corporate members on a variety of programs, roundtable discussions, dialogues, salon dinners, conferences, and networking opportunities with the public, private, and diplomatic sectors, as well as Council-specific events focused on members' policy and regional priorities.





2013 Councils Highlights

2. pat C. Mangan. In Carpentin

Joel Mangan of IBM listens on as South African Consul General George Monyemangene shares perspectives at a Global Business breakfast in New York.

The Meridian Corporate Council

"We're seeing a wave of innovation across the globe that's transforming how we manage our lives, connect with others, and operate our businesses. Today, AT&T's customers are doing business in virtually every country and territory, and our relationship with Meridian is helping to promote sustained cooperation and understanding between AT&T and a global community."

- Eric Loeb, Vice President, AT&T International External Affairs

Member Benefit Spotlight:

Global Business@Meridian Downtown Series

Bilateral trade breakfasts with Ambassadors and their key staff are hosted by Council members on a rotating basis. The series—taking place every other month—provides a valuable, off-the-record context for conversations on strategic global markets.



03.15.2013 South Africa
Host: The Coca-Cola Company



04.23.2013 South Korea Host: NBCUniversal







12.11.2013 Australia
Host: Peabody Energy



Former Spanish Prime Minister José Aznar greets Ambassador Miriam Sapiro, Deputy United States Trade Representative, at the April 30th TTIP discussion.

Discussion on The U.S. – E.U. Transatlantic Trade & Investment Partnership (TTIP)

In partnership with The Foundation for Analysis and Social Studies, The Center for the Study of the Presidency & Congress, the Ronald Reagan Building and International Trade Center, and the U.S. Chamber of Commerce, Meridian hosted a lunch discussion featuring The Honorable José María Aznar, former Prime Minister of Spain, with remarks by Mr. James W. Cicconi of AT&T Services, Inc., to discuss the implications and benefits of the TTIP between Europe and America.

2013 Councils Highlights

The Council On Women's Leadership At Meridian

The Council on Women's Leadership (CWL) carried on its work of advancing women's leadership issues and building understanding of the political, economic, and societal factors impacting women around the world. Through programs and exchanges, members engaged with Meridian's network of global leaders and partners to collaborate around today's key challenges and opportunities for women and girls worldwide. From roundtable discussions to speed-mentoring to ambassadorial dialogues, the Council's activities continued to create new connections and foster meaningful relationships locally and globally. CWL draws members from all sectors and backgrounds, and includes many current Ambassadors posted in Washington, DC. Benefits of membership include invitations to exclusive Meridian programs and local events, engagement with Meridian's high-level network of leaders invested in women's empowerment, and opportunities to shape global dialogue on these issues.



Member Benefit Spotlight:

Annual Speed-Mentoring Session with

The George W. Bush Institute's Women's Fellowship

In March, the Council hosted its annual speed-mentoring session with The George W. Bush Institute's Women's Fellowship. Members were paired with emerging women leaders from Egypt to interact, share professional challenges, and offer practical advice in areas such as media, law, education, and business.



@TheBushCenter @MeridianIntl @CouncilonWomen Thanks for hosting our wonderful women leaders! #WIF2014



Economic Empowerment for Women in Botswana and Tanzania

"Africa Rising – Unconventional Pathways to Economic Empowerment: The View from Botswana and Tanzania," a program led by Ambassador Tebelelo Seretse of Botswana and Ambassador Liberata Mulamula of Tanzania, brought members together with the diplomatic corps and policy leaders to examine economic, educational, and leadership opportunities for women in these two countries and their respective regions at large.

Information on joining the Council with a full list of benefits and annual activities can be found at meridian.org/cwl.

2013 Councils Highlights

Rising Leaders Council

Meridian formed the Rising Leaders Council in 2013 to strengthen ties and foster the exchange of ideas between emerging foreign policy leaders based in Washington, DC. Members are selected from across the government, diplomatic, corporate, and NGO sectors, and shape an annual agenda that includes thematic salon dinners, networking events, and invitations to relevant foreign policy events in Washington. Membership is by invitation only.



Rising Leaders Council Co-Chairs Clara Brillembourg and Astri Kimball opening a Council dinner.



The New Yorker's Evan
Osnos moderates
the "From Beijing to
Washington: The View from
the Capitals" discussion
at the November 2013
Council Dinner.

2013 Rising Leaders Council Steering Committee Members include:

Clara Brillembourg, Attorney, Foley Hoag LLP

Elbridge Colby, Principal Analyst and Division Lead, Global Strategic Affairs, CNA

Bay Fang, Senior Fellow, New America Foundation

Olav Heian-Engdal, First Secretary, Political, Royal Norwegian Embassy

Ludovic Hood, Senior Lebanon Desk Officer, U.S. Department of State

Ren Ito, Advisor to the Executive Director of Japan, The World Bank

Mehmet Akif Inam, Counselor, The Republic of Turkey

Darias Jonker, First Secretary, Political, Embassy of South Africa

Astri Kimball, Senior Advisor to the Chief Executive Officer, Overseas Private Investment Corporation

Filipe Nasser, First Secretary, Embassy of Brazil

Artur Orkisz, Senior Advisor, Political Section, Congressional Affairs & Public Diplomacy, Embassy of the Republic of Poland

Antonio Ortiz-Mena, Head of Section, Economic Affairs, Embassy of Mexico

Peter Scoblic, Executive Editor, Analysis and Commentary, Foreign Policy

Christina Sevilla, Deputy Assistant U.S. Trade Representative for Small Business, Office of the U.S. Trade Representative

Nick Snyder, Foreign Service Officer, U.S. Department of State, U.S. Embassy in Vietnam

Jacqueline Strasser Higgins, Manager, Global Partnerships, International Finance Committee





Statements of Financial Position

Fiscal years ending September 30, 2013 and September 30, 2012.

	2013	2012
	2013	2012
Assets		
Cash and cash equivalents	\$ 1,910,820	\$ 1,672,738
Accounts receivable (grants and other), net	\$ 2,419,382	\$ 3,871,116
Pledges receivable	\$ 292,190	\$ 436,663
Prepaid expenses and other	\$ 515,835	\$ 709,500
Investments	\$ 4,953,735	\$ 4,346,880
Property and equipment, net	\$ 6,416,223	\$ 5,973,394
Total Assets	\$ 16,508,185	\$ 17,010,291
Liabilities		
Line-of-credit	\$ 1,426,025	\$ 992,743
Term loan	\$ 2,270,638	\$ 2,323,794
Accounts payable	\$ 768,807	\$ 887,044
Accrued expenses	\$ 2,686,418	\$ 2,768,853
Capitalized leases	\$ 80,906	\$ 107,300
Deferred revenue	\$ 2,631,261	\$ 2,169,857
Total Liabilities	\$ 9,864,055	\$ 9,249,591
Net Assets		
Unrestricted	\$ 5,794,116	\$ 6,884,406
Temporarily restricted	\$ 166,407	\$ 197,247
Permanently restricted	\$ 683,607	\$ 679,047
Total Net Assets	\$ 6,644,130	\$ 7,760,700
Total Liabilities and Net Assets	\$ 16,508,185	\$ 17,010,291



Statements of Activities and Changes in Net Assets

Fiscal year ending September 30, 2013.

		Unrestricted	Temporarily	Permanently	Total
		Official	Restricted	Restricted	Total
	Revenues and				
	Investment Income				
_	Grants and contracts	\$ 26,974,290	_	_	\$ 26,974,290
	Contributions	\$ 942,708	\$ 144,100	\$ 5,060	\$ 1,091,868
	Event income	\$ 728,550	_	_	\$ 728,550
	Special activities	\$ 996,906	_	_	\$ 996,906
	Investment income	\$ 502,320	\$ 48,167	_	\$ 550,487
	Membership dues	\$ 476,666	_	_	\$ 476,666
	Other	\$ 96,801	_	_	\$ 96,801
	Net assets released				
	from restriction	\$ 223,107	\$ (223,107)	_	_
	Total Revenues and				
	Investment Income	\$ 30,941,348	\$ (30,840)	\$ 5,060	\$ 30,915,568
	Expenses				
	Direct program and				
,	department expenses	\$ 26,236,130	_	_	\$ 26,236,130
	Fundraising	\$ 1,414,326	_	_	\$ 1,414,326
	Support Services:				
	General and				
	administrative	\$ 2,690,255	_	_	\$ 2,690,255
	Maintenance	* 4 004 407			4.004.407
	and operations	\$ 1,691,427	_	_	\$ 1,691,427
	Total Expenses	\$ 32,032,138	_	_	\$ 32,032,138
	Change in Net Assets	\$ (1,090,790)	\$ (30,840)	\$ 5,060	\$ (1,116,570)
	Transfer of Net Assets	\$ 500	_	\$ (500)	_
	Net Assets (start of year)	\$ 6,884,406	\$ 197,247	\$ 679,047	\$ 7,760,700
	Net Assets (end of year)	\$ 5,794,116	\$ 166,407	\$ 683,607	\$ 6,644,130

Meridian Impact

Europe and Eurasia

Congressman Ed Royce meets with members of the UK parliament visiting the United States as part of an IVLP program on the U.S. legislative process.



Congressman Bart Gordon connect at the Washington Forum of Meridian's U.S. -



Ambassador François Delattre of France and **France Leadership** Dialogue.



Visitors from Poland take on

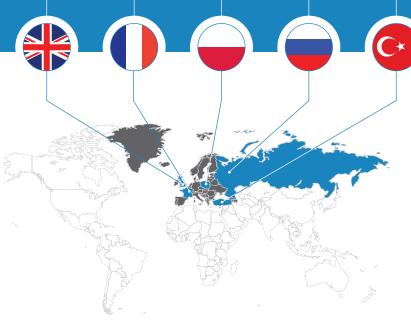
the unique challenges and opportunities of promoting tolerance

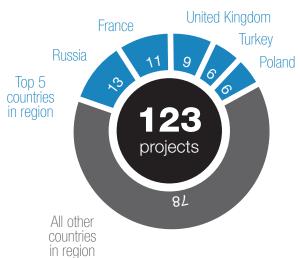
through social

IVLP participants visit U.S. communities large and small. Here, Visitors from Russia enjoy the local cuisine while experiencing the Eastern Shore in Maryland.



A Turkish Jazz performs at Meridian House as part of the U.S. — Turkish Jazz Exchange.







Support Meridian International Center

Join our network

Individuals and companies can benefit from Meridian's work by joining our distinguished network of business leaders, public sector officials, and the international diplomatic corps. Membership groups include the Meridian Corporate Council, Council on Women's Leadership, and Rising Leaders Council.

Make a financial gift

Individuals, foundations, and corporations who wish to support Meridian's global leadership programs or help preserve our historic buildings are encouraged to consider giving to our Annual Fund or The Walter and Didi Cutler Endowment Fund.

Provide a legacy

The Linden Legacy Society honors friends who are committed to supporting Meridian's role in expanding international understanding through planned and estate gifts. Society members provide a sound financial foundation for Meridian and its historic buildings' future for generations to come.

Make a gift in kind

Gifts of audio-visual and computer equipment and other products, as well as professional and technical services, are welcome.

Sponsor the Meridian Ball and Global Leadership Summit

Save the date for Friday, October 17, 2014, when Meridian will host its Global Leadership Summit, followed by the 46th Annual Meridian Ball. A prestigious Washington event, the Meridian Ball and Global Leadership Summit celebrate Meridian's role in developing the next generation of leaders, highlighted by topical discussions during the day and a spectacular evening of Ambassador-hosted dinners followed by dancing, dessert, and dialogue at Meridian House. Proceeds from the Ball support Meridian's global leadership exchanges, cultural activities, conferences, and seminars.

To explore these and other ways to support Meridian, please contact the Development Office at (202) 939-5559 or merdevelopment@meridian.org.

Special Events

The Meridian Global Leadership Awards were conceived to honor those who, by their actions and practices, exemplify the positive impact that individual and corporate leaders can have in their communities and the world.

Meanwhile, the Meridian Ball – an annual highlight on the Washington calendar – brings together public and private sector leaders to celebrate Meridian's ongoing efforts to foster global leadership through the exchange of ideas, people, and culture.



Moët Hennessy CEO Receives Meridian Corporate Leader Award

At the October 18th Global Leadership Summit, the Meridian Corporate Leader Award was presented to Christophe Navarre, Chairman and CEO of Moët Hennessy, whose outstanding commitment to international exchange has helped strengthen cultural, economic, and political ties between the U.S. and France.

45th Annual Meridian Ball

The high-level networking and relationship-building at the Global Leadership Summit carried into the evening as leaders convened at Meridian House for the annual Ball. This year's event was the largest ever, raising more than \$1 million in support of the organization's work.

The Ball was chaired by Honorary Chair First Lady Michelle Obama; Honorary Sponsor Ambassador Capricia Penavic Marshall, former U.S. Chief of Protocol; Congressional Co-Chairs Senator Roy Blunt and Mrs. Abigail Blunt, and Congressman John Delaney and Mrs. April McClain-Delaney; Ball Chair Dalia Mroue-Fateh; Corporate Chair Christophe Navarre, Chairman and CEO of Moët Hennessy; White-Meyer Chair Britlan Malek; and Young Professional Co-Chairs Frances Holuba and Jaclyn Mason.



Congressional Co-Chairs Senator Roy Blunt and Mrs. Abigail Blunt, and Congressman John Delaney and Mrs. April McClain-Delaney, at Meridian House.

White-Meyer Chair Britlan Malek enjoys the evening's festivities with Dalia Mroue-Fateh, Ball Chair.



@CBisogniero

Hosting tonight the Annual #Meridian Pre Ball Dinner at #VillaFirenze – My #FF today to @ MeridianIntl and its president @AMBSHolliday

The Meridian World-Class Campus

Strategically located just minutes north of the White House and the heart of Washington on four acres adjoining Washington's historic 16th Street, 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 unique historic and architectural interest. Additionally, the 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.



Meridian accepts an award from DC Mayor Vincent Gray for exemplary work in historic preservation.

Preserving our Architectural Heritage

As steward of these outstanding examples of residential architecture, Meridian is dedicated to preserving Meridian House and White-Meyer House for future generations. Our preservation efforts continued throughout the year with HVAC improvements funded with a \$100,000 grant from the DC Commission on the Arts and Humanities. This work was recognized by the DC Office of Planning and the DC Preservation League with an Award for Excellence in Historic Preservation for Stewardship.



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. Meridian House has been recognized as the "Top Vote Getter" for Special Event Venues in the *Washingtonian Bride and Groom* publication for the past three years.

To reserve Meridian House or White-Meyer House for your next event, please call (202) 939-5592, or visit meridian.org/rent for more information.

Our supporters

Gifts received January 1, 2013 - December 31, 2013.

For the current list of donors please visit meridian.org/report

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