6,013 LEADERS PARTICIPATED IN MERIDIAN’S LEADERSHIP EXCHANGES, FORUMS, CULTURAL DIPLOMACY INITIATIVES, AND TRAINING PROGRAMS

174 COUNTRIES REPRESENTED IN MERIDIAN PROGRAMS

359 LEADERSHIP EXCHANGES, FORUMS, CULTURAL DIPLOMACY INITIATIVES, AND TRAINING PROGRAMS PRODUCED BY MERIDIAN

Innovation by participants in the Women in Science STEAM Camp, led by Meridian

MERIDIAN 2015 ANNUAL REPORT
MEET MERIDIAN

MERIDIAN INTERNATIONAL CENTER IS A NONPROFIT, GLOBAL LEADERSHIP ORGANIZATION HEADQUARTERED IN WASHINGTON, D.C.

OUR VISION

WE ENVISION A MORE SECURE AND PROSPEROUS WORLD CHARACTERIZED BY MUTUAL UNDERSTANDING, INNOVATION, ECONOMIC GROWTH, AND INCLUSION. THE PATH TO REALIZING THIS VISION IS THROUGH MORE EFFECTIVE AND CONNECTED PUBLIC AND PRIVATE SECTOR LEADERSHIP AT ALL LEVELS.

OUR MISSION

TO CREATE INNOVATIVE EXCHANGE, EDUCATION, CULTURAL, AND POLICY PROGRAMS THAT ADVANCE THREE GOALS:

- STRENGTHEN U.S. ENGAGEMENT WITH THE WORLD THROUGH THE POWER OF EXCHANGE.
- PREPARE PUBLIC AND PRIVATE SECTOR LEADERS FOR A COMPLEX GLOBAL FUTURE.
- PROVIDE A NEUTRAL FORUM FOR INTERNATIONAL COLLABORATION ACROSS SECTORS.
DEAR MERIDIAN FRIENDS,

2015 was a year of many “firsts” for the Meridian team. We took on new challenges and launched into uncharted territory in every aspect of our work to advance effective global leadership.

More inspiring is that much of our work in 2015 was focused on younger generations. We believe that those generations provide opportunities for empowering future Presidents, CEOs, and the private and public sector leaders who will work towards a more secure and prosperous world. To advance this cause, our team developed innovative programs that combine more than 50 years of experience preparing the world’s leaders with new tools needed for succeeding in today’s competitive global environment.

One of those programs is the Women in Science STEAM Camp. This first of its kind program brought together 120 high school girls from the United States and around Africa to Rwanda to learn new skills in science and the arts. Equally important – these girls worked on teams, developed cross-cultural skills, and innovated solutions to serious problems in their communities.

Meridian’s success in global leadership development also extended to Pakistan. In the summer, we implemented the first U.S.-Pakistan Global Leadership and STEM program for 12 students of the Peshwar Army Public School. Through a blended exchange program that integrated STEM expertise with global leadership skills, these talented young men learned from successful business, military, and government leaders. They also had the opportunity to increase their STEM proficiencies through a five-day Nanodiscovery Institute facilitated by the State University of New York. The program succeeded in cultivating Pakistan’s future technology innovators and global leaders.

Even as we helped develop young leaders, we continued to bring together the world’s established public and private sector leaders – in neutral forums – to collaborate on solutions to some of the world’s most complex problems. These established leaders not only mentored and provided invaluable guidance for the younger ones, but set great examples of effective global leadership.

The Global Leadership Summit provided representatives from the diplomatic, business, government, nonprofit, and mass media communities with an excellent platform to discuss a 360 degree view of the challenges facing the world – through political, cultural, and economic lenses. In addition, the Summit provided a great “training” ground for younger leaders to understand how cross-sector collaboration can lead to better outcomes.

We also celebrated success in uncharted cultural territory with the launch of the U.S.-Cuba Cultural Diplomacy Initiative and the Community Engagement through the Mural Arts program in Honduras, Nicaragua, and Colombia. Both programs are designed to strengthen U.S. engagement with the world, and bring people of various social, economic, and ethnic backgrounds together through the common language of culture.

As proud as we are of all our achievements, none of this would have been possible without the support of our partners and supporters. Thank you for your support and engagement with us. In the pages that follow, you will learn more about our innovative exchange, cultural, training, and convening programs, as well as their amazing impact on people around the world. We hope that you will be inspired by these achievements, and join with us in preparing the next generation of effective global leaders. We know we can count on you!

ON BEHALF OF THE BOARD OF TRUSTEES AND MERIDIAN STAFF – THANK YOU!

Secretary Carlos M. Gutierrez
Chairman

Ambassador Stuart W. Holliday
President & CEO
HONORING THE 2015 INTERNATIONAL WOMEN OF COURAGE

The 2015 IWOC Awardees were from Afghanistan, Bangladesh, Bolivia, Myanmar, Guinea, Japan, Republic of Kosovo, Syria, Pakistan, and Central African Republic.

Ten of the world’s most courageous women, the 2015 International Women of Courage (IWOC) Awardees, were hosted by Meridian for meetings with top women leaders, including Zin Mar Aung, 2012 IWOC Awardee from Burma and Kathleen Kuehnast, Director of the Center for Gender and Peacebuilding at the United States Institute of Peace. The women also participated in meetings with senior U.S. government officials, including Dr. Anthony Fauci, Director of the National Institute of Allergy and Infectious Diseases, as well as a media workshop conducted by DCI Group in partnership with Meridian’s communications team.

EMPOWERING WOMEN ENTREPRENEURS FROM THE MENA REGION

Program participants were from: Algeria, Bahrain, Lebanon, Oman, Iraq, Saudi Arabia, Morocco, Qatar, Palestinian Territories, Tunisia, Egypt, Kuwait, Jordan, United Arab Emirates, and Libya.

The program “The Goldman Sachs 10,000 Women - U.S. Department of State Entrepreneurship Program for Women in the Middle East and Northern Africa (MENA)” brought 29 top women entrepreneurs from across the MENA region to the United States for a two-week exchange focused on women’s entrepreneurship. In partnership with the U.S. Department of State, Goldman Sachs 10,000 Women, and Harvard University, Meridian led the women through dynamic training on business planning and leadership, as well as networking with American counterparts. The program participants met with several U.S. officials, including Secretary of State John Kerry, Goldman Sachs Chairman and CEO Lloyd Blankfein, World Bank President Jim Yong Kim, and Harvard Professor David Gergen.

STIMULATING COLLABORATION BETWEEN U.S. AND LATIN AMERICAN LEADERS

Countries that participated: Mexico, Panama, Colombia, Peru, and Brazil.

Meridian led a reverse trade mission (RTM) on green port technologies for National Port Authority officials from throughout Latin America, sponsored by the U.S. Trade and Development Agency. The officials explored the benefits of reducing the environmental impact of ports, U.S. technology for environmentally friendly port operations, and regulatory best practices. They also met with federal and state regulators and environmental engineering and consulting companies.

STRENGTHENING EFFECTIVE JOURNALISM

The journalists came from: Armenia, Australia, Azerbaijan, Cyprus, Denmark, Hungary, Italy, Latvia, Luxembourg, and Macedonia.

Meridian hosted top media professionals from around the world, as part of a three-week professional exchange program, for the 10th anniversary of the U.S. Department of State’s Edward R. Murrow Program for Journalists. Program participants gained first-hand insights into the dynamics of foreign policy, the political system, and the media through meetings with top leaders, including U.S. Secretary of State John Kerry, Under Secretary of State for Public Diplomacy and Public Affairs Richard Stengel, and world-renowned Associate Editor at The Washington Post Bob Woodward.
FOSTERING BILATERAL RELATIONS BETWEEN THE U.S. & INDIA

Kindred Nations traveled to seven venues in five cities (New Delhi, Chennai, Hyderabad, Mumbai, and Kolkata) during its nine-month tour throughout India.

Meridian curated Kindred Nations: The United States and India, 1783-1947 for the U.S. Embassy in New Delhi. The stories highlighted in Kindred Nations convey the range of Indo-U.S. interactions across many domains, offering insight into cross-fertilizations between the United States and India that helped shape both countries. The exhibition tour was inaugurated by U.S. Ambassador to India Richard Verma, and dedicated by the U.S. Consul Generals in each city. Meridian’s Lindsay Amini also presented a lecture on the project in Kolkata. Over 50,000 people, including students, viewed Kindred Nations.

INCREASING CULTURAL UNDERSTANDING BETWEEN THE U.S. AND UAE

More than 22,000 people viewed Past Forward in: Los Angeles, California; Spokane, Washington; and East Lansing, Michigan.

Audiences in Los Angeles, California; Spokane, Washington; and East Lansing, Michigan viewed the first major touring exhibition of Emirati artwork, Past Forward: Contemporary Arts from the Emirates. Launched in 2014 out of a partnership between Meridian International Center and the Embassy of the United Arab Emirates, Past Forward features over 50 paintings, photographs, sculptures, video installations, and other media by 25 Emirati artists. The exhibition, which is part of a broader cultural diplomacy program, received rave reviews in Washington, DC, as well as in Dallas and Fort Worth, Texas.

ENGAGING COMMUNITIES AROUND THE WORLD THROUGH MURAL ARTS

1,170 people participated in murals arts programs in Nicaragua, Honduras, and Colombia.

In partnership with the U.S. Department of State’s Bureau of Educational and Cultural Affairs, Meridian led the development and implementation of the Community Engagement through the Mural Arts program. This unique cultural diplomacy program uses the mural arts as a means for engaging youth, artists, and underserved communities to advance U.S. foreign policy by addressing local issues, such as youth empowerment and social inclusion. In 2015, Meridian implemented the program with three American muralists and local communities in Colombia, Honduras, and Nicaragua.

LAUNCHING U.S.-CUBA CULTURAL DIPLOMACY PROGRAM

Top leaders who attended the launch: Ambassador of Cuba Dr. José R. Cabanas; Congresswoman Barbara Lee (D-CA13); U.S. Deputy Secretary of Homeland Security Alejandro Mayorkas; and Ambassador Daniel A. Sepulveda.

Meridian launched its U.S.-Cuba Cultural Diplomacy program with a private reception and performance by Lizt Alfonso Dance Cuba on December 2nd. Sponsored by Akin Gump Strauss Hauer & Feld, the launch included keynote addresses by Ambassador of Cuba Dr. José R. Cabañas and Senator Patrick Leahy (D-VT). The U.S.-Cuba Cultural Diplomacy program, which includes a mural exchange and forum, will explore Cuba’s history, culture, and future. The program will also facilitate joint U.S.-Cuba educational, social development, and business opportunities.
EXPLORING WHY FOREIGN POLICY MATTERS

Global Leadership Summit speakers included: U.S. Deputy Secretary of State Antony J. Blinken; Congressman Eliot L. Engel; Congressman Ed Royce; Secretary Carlos M. Gutierrez, Albright Stonebridge; James Quincey, The Coca-Cola Company; Miles Young, Ogilvy & Mather; and Dee Dee Myers, Warner Bros.

Washington’s top leaders met at the 2015 Meridian Global Leadership Summit to explore the theme “Why Foreign Policy Matters”. Summit topics included The Power of Culture in Business; American Sentiments Towards Foreign Policy; and Managing The Global Economy.

CONVENCING LEADERS TO EXAMINE GLOBAL CHALLENGES

Countries that participated were: Algeria, Argentina, Brazil, China, Israel, Italy, Egypt, France, the United States, Turkey, and South Africa.

High-level officials from the congressional, diplomatic, and international government communities met at Meridian’s Global Dialogue Series to examine key policy challenges facing their countries. These off-the-record conversations included a luncheon with South African Ambassador Mninwa Mahlangu to discuss U.S.-South Africa bilateral relations and a dinner with a delegation of Chinese financial regulators and U.S. business leaders. Dialogue topics included business and trade, energy and the environment, foreign policy, and global security.

ELEVATING THE U.S.-FRANCE LEADERSHIP DIALOGUE

Top leaders who attended the 2015 Dialogues included: Howard Fineman, Global Editorial Director, Huffington Post; Ross La Jeunesse, Global Head of Free Expression and International Relations, Google Inc.; and Jean-François Mirlal, Director of Public Affairs, Moët Hennessy.

Meridian continued its U.S.-France Leadership Dialogue series with a salon dinner in honor of His Excellency Gérard Araud, Ambassador of France to the United States; a Meridian Rising Leaders Council forum on internet privacy; and a panel discussion focusing on U.S.-France collaboration in health innovations. Leaders who attended the dialogues included Ambassador Gérard Araud; Ambassador Jimmy Kolker, Assistant Secretary for Global Affairs, U.S. Department of Health and Human Services and Herré de Villeroché, Executive Director for France at The World Bank.

PROVIDING NEUTRAL FORUMS FOR LEADERSHIP COLLABORATION

Countries that participated included: Algeria, Argentina, Armenia, Brazil, Canada, Chile, China, Czech Republic, Denmark, Mexico, Morocco, the Netherlands, New Zealand, United Arab Emirates, United Kingdom, Vietnam, and the United States.

Meridian partnered with the Foreign Policy Institute and the White House to prepare embassy representatives on their role and that of their Heads of State anticipated to attend the 2016 Nuclear Security Summit. Topics ranged from foundational nuclear materials security concepts to issues to watch for the 2016 Summit.
PREPARING THE NEXT GENERATION OF WOMEN LEADERS IN STEAM
The WiSci STEAM Camp participants were from Ghana, Ethiopia, Kenya, Nigeria, Rwanda, South Africa, Tanzania, Uganda, and the United States.

In the first-ever Women in Science (WiSci) STEAM Camp in Rwanda, 120 high school girls enjoyed a rich cross-cultural experience; learned valuable skills in Science, Technology, Engineering, Art and Design, and Math (STEAM); and participated in workshops on Computer Science, Robotics and Design, and Art & Culture. The girls also developed technology-based solutions to challenges in their communities, including overcrowding in buses and natural disasters. Meridian implemented WiSci in partnership with the U.S. Department of State, Girl Up of the UN Foundation, Intel, Microsoft 4Afrika, and the AOL Foundation with support from the Ministry of Education of Rwanda.

BRINGING U.S. AND PAKISTAN EMERGING LEADERS TOGETHER
Program highlights: Meetings with NYPD Commissioner William Bratton; Ambassador of Pakistan to the United States Jaliil Abbas Jilani; and Brigadier General John Thomson, Commandant of West Point.

With the support of the U.S. Embassy in Islamabad, Meridian’s U.S.-Pakistan Global Leadership and STEM Program brought 12 students from Pakistan to the U.S. for a blended curriculum in STEM and global leadership. Key highlights included a meeting with U.S. Secretary of State John Kerry; a five-day Nanodiscovery Institute facilitated by SUNY College of Nanoscale Science and Engineering professors and faculty in Albany; and an address by Brigadier General John Thomson of West Point on the principles of military leadership. The students also teamed with American high school students to invent nanotechnologies and developed business plans to market them in the future.

DEVELOPING SOCIAL INNOVATION LEADERS
Meridian Social Innovation Fellowship 2015 highlights: the Fellows provided technical support to 1,500 entrepreneurs and start-ups; engaged 500 youths from marginalized populations; empowered Muslim women to support refugees; and influenced EU policy on innovation and entrepreneurship.

Meridian launched its Social Innovation Fellowship with 8 fellows from Belgium, Italy, the Netherlands, Poland, and Spain. The Fellowship highlighted social innovation and fostered mentorships in Washington, DC, Chicago, Boston, Detroit, and San Francisco. In 2015, the Fellows launched their own enterprises including the Amsterdam Language Café that brings together refugee, immigrant, and local communities for cultural exchange. Overall, the Fellows have already impacted economic and social development in 20 countries around the world.

2015 IRAQI YOUNG LEADERS EXCHANGE PROGRAM (IYLEP)
The IYLEP young leaders came from Anbar, Babil, Baghdad, Basrah, Dhi Qar, Diyala, Duhok, Erbil, Kerbala, Kirkuk, Maysan, Muthanna, Najaf, Nineveh, Qadisiyah, Salah al Din, Sulaymaniyyah, and Wasit.

IYLEP, sponsored by the U.S. Embassy in Baghdad, provided four weeks of leadership training and classroom instruction to talented and dedicated undergraduate students from Iraq. Participants, hosted at four universities throughout the United States, focused on one of four thematic institutes: Public Policy; Entrepreneurship and Community Development; Information Technology and Media; and Leadership, Law, and Social Justice. Each institute consisted of classroom instruction, field trips, site visits, community service, leadership training, conflict resolution training, and cultural exchanges.
**MONTHLY PARTICIPATING LEADERS**

**PER REGION**

- **JANUARY**: 150
- **FEBRUARY**: 120
- **MARCH**: 90
- **APRIL**: 60
- **MAY**: 30
- **JUNE**: 0

**REGIONS**

- **WESTERN HEMISPHERE**: 1,479
- **AFRICA**: 429
- **EAST ASIA AND PACIFIC**: 539
- **EUROPE AND EURASIA**: 571
- **NEAR EAST AND NORTH AFRICA**: 502
- **SOUTH AND CENTRAL ASIA**: 392

**PROGRAM AREAS**

- **EXCHANGES**: 295
- **CULTURE**: 17
- **FORUMS**: 36
- **TRAINING**: 11

**PROGRAMS PER MONTH**

- **AUGUST**: 45
- **SEPTEMBER**: 20
- **OCTOBER**: 9

- **JANUARY**: 28
- **FEBRUARY**: 30
- **MARCH**: 43
- **APRIL**: 28
- **MAY**: 28
- **JUNE**: 24
- **JULY**: 36
- **SEPTEMBER**: 31
- **OCTOBER**: 45
- **NOVEMBER**: 28
- **DECEMBER**: 20

**SINCE 1960**

**WE HAVE PARTNERED WITH THE U.S. DEPARTMENT OF STATE TO IMPLEMENT THE INTERNATIONAL VISITOR LEADERSHIP PROGRAM.**

**69,510**

**GOVERNMENT OFFICIALS, DIPLOMATS, FORTUNE 500 EXECUTIVES, AND OTHER EMERGING LEADERS**

**4**

**NOBEL PRIZE WINNERS**

**168**

**HEADS OF STATE**

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**The mural reminds the viewer that the community members are the seeds of hope, that this is the first step to sparking change in the community and in their lives.**

~ Michelle Ortiz, lead-mural artist (Honduras)
MERIDIAN IMPACT 2015

6,013 LEADERS PARTICIPATED IN MERIDIAN'S LEADERSHIP EXCHANGES, FORUMS, CULTURAL DIPLOMACY INITIATIVES, AND TRAINING PROGRAMS

174 COUNTRIES REPRESENTED IN MERIDIAN PROGRAMS

359 LEADERSHIP EXCHANGES, FORUMS, CULTURAL DIPLOMACY INITIATIVES, AND TRAINING PROGRAMS PRODUCED BY MERIDIAN

78,295 ATTENDEES AT MERIDIAN CULTURAL EXHIBITIONS AND EVENTS WORLDWIDE, ENOUGH TO FILL 92 PLANES* OR 7.5 COLOSSEUMS

LEADERS VISITED 48 STATES AND 266 CITIES, INCLUDING 36 STATE CAPITOLS

TOP 10 COUNTRIES
BY NUMBER OF PARTICIPATING LEADERS

NICARAGUA 451
COLOMBIA 402
HONDURAS 348
IRAQ 154
CHINA 145
PAKISTAN 30
THAILAND 25
BRAZIL 67
EGYPT 65
AFGHANISTAN 64

TOP 10 PROGRAM TOPICS
BY NUMBER OF PROGRAMS

MEDIA AND JOURNALISM 52
GOVERNANCE AND TRANSPARENCY 36
SECURITY 36
BUSINESS AND TRADE 34
ENERGY AND THE ENVIRONMENT 29
EMPOWERING WOMEN AND GIRLS 24
HUMAN AND CIVIL RIGHTS 24
CULTURAL DIPLOMACY 18
EDUCATION 17
YOUTH LEADERSHIP DEVELOPMENT 16

IMPACT MAP
BY NUMBER OF PARTICIPATING LEADERS

4,142 LEADERS
1,571 LEADERS
21 COUNTRIES
164 COUNTRIES
TOP 10 COUNTRIES
63
451

TOP 10 COUNTRIES
BY NUMBER OF PARTICIPATING LEADERS

CHINA 27
EGYPT 24
INDIA 22
THAILAND 22
GERMANY 21
INDONESIA 20
JORDAN 18
SAUDI ARABIA 18
IRAQ 17
PAKISTAN 17

78,295 ATTENDEES AT MERIDIAN CULTURAL EXHIBITIONS AND EVENTS WORLDWIDE, ENOUGH TO FILL 92 PLANES* OR 7.5 COLOSSEUMS

*Airbus A380-800 - the biggest passenger airplane in the world

MERIDIAN IMPACT 2015
OUR SUPPORTERS

$100,000+
- The Coca-Cola Company*
- Chevron
- Estate of Lorraine Murphy

$99,999 – $50,000
- Genentech
- Hess
- Visa
- The Honorable Beatrice Welters
- and Mr. Anthony Welters

$49,999 – $25,000
- Akin Gump Strauss Hauer & Feld LLP
- AT&T
- Booz Allen Hamilton
- BP Corporation
- C. R. Bard, Inc.
- Caterpillar
- DLA Piper
- Exxon Mobil Corporation
- Fluor Corporation
- Gallup
- Goldman Sachs
- Google
- The Honorable Carlos M. Gutierrez
- and Mrs. Gutierrez
- Samsung
- TheGROUP
- Embassy of the United Arab Emirates
- Mr. and Mrs. Glenn Youngkin
- Warner Brothers

$49,999 – $25,000
- Brown - Forman
- The Honorable Timothy Carney
- and Ms. Victoria Butler **
- Ms. Elizabeth Chatwin
- ConocoPhillips
- Mr. and Mrs. Steve Hemsley
- Mr. and Mrs. Eric Larsen
- Ms. Bonnie Larson **
- Mr. Stephen Q. Lesser **
- Estate of Phyllis B. Macomber
- Northern Trust
- Santander
- Mr. Patrick Steel and Ms. Lee Satterfield
- Syzygy Events International*
- Wal-mart Stores, Inc.
- Mr. and Mrs. David Wichmann

$9,999 – $5,000
- 3M Company
- Mr. and Mrs. Robert Aiken
- Anonymous
- Mr. and Mrs. James A. Baker IV
- Bank of America
- CTIA - The Wireless Association
- The Honorable John Delaney
- and Mrs. April McClain-Delaney
- The Honorable Alonzo Fulghum
- The Honorable David Gross
- and Mrs. Gross
- The Honorable Alphonso Jackson
- and Mrs. Jackson
- The Honorable Tom C. Korologos
- and The Honorable Ann McLaughlin
- Korologos
- Mr. and Mrs. Michael Kramer
- Mr. Steven L. Lebling
- Ms. Shahin Mafi
- Mr. and Mrs. R. Jeffrey Malinak
- Mrs. Kathleen Manatt
- The Honorable Thomas F. McLarty, III
- and Mrs. McLarty
- Merrill Foundation
- Mr. David Metzner

Moët Hennessy*
- The Honorable Mary M. Oirusman
- and Mr. Mandel J. Oirusman
- The Honorable Ann Stock
- and Mr. Stuart Stock
- The Financial Times
- Tiny Jewel Box*
- Mr. Timothy Wyman

$4,999 – $1,000
- Mr. and Mrs. John Ackerly
- Ms. Natasha-Christina Akda
- Ms. Carmel Arbit
- Mrs. Deborah T. Ashford, Esq.
- and Mr. Kevin Klose
- Mr. Larry D. Bailey
- Bank of Georgetown
- Mr. John Jeppson and Ms. Wendy Benchley
- Ms. Elizabeth Bennett
- Mr. and Mrs. Adam Bernstein
- The Honorable Stuart Bernstein
- and Mrs. Bernstein
- Mr. and Mrs. David Bradley
- Mr. Matthew Carnahan
- and Ms. Aimee Danielson
- Mr. and Mrs. Tom Cassels
- Charles Delmar Foundation
- Mr. and Mrs. Art Collins
- Mr. and Mrs. John Collins
- Mr. Robert Coonrod
- The Honorable Walter L. Cutler
- and Mrs. Cutler
- Mr. and Mrs. Jonathan Czerwinski
- Mrs. and Mrs. John Derlega
- Ms. Bettina Duval
- The Honorable William C. Eacho, III
- and Mrs. Eacho
- Ms. Melissa Ekblom
- Ms. Marjan Ehsassi
- Ms. Randa Fahmy
- Mr. and Mrs. Evan Farber
- Mr. Andrew Fekete and Ms. Robin Diamond
- Mr. and Mrs. David Felsenthal
- Ms. Stephanie Fischer
- Mr. and Mrs. Lawrence P. Fisher, II
- H.O. Peet Foundation
- The Honorable Laurie Fulton
- Mr. James Gale and Ms. Lisa Barry
- Mr. Edward Gilmartin
- Mr. Brent Glass and Ms. Kathryn Keller
- Global Ties U.S.
- The Global Good Fund
- GMB Group
- The Honorable Bart Gordon
- and Mrs. Gordon
- Mr. and Mrs. Dean Graham
- Ms. Carol Guthrie
- Mr. Aydin Hayri and Ms. Dilek Barlas
- Ms. Wilhelmina Holladay
- The Honorable Stuart Holloway
- and Mrs. Holliday
- The Honorable Steven Horstford
- and Dr. Horstford
- Mr. and Mrs. Andrew Howard
- Mr. Frank Islam
- and Ms. Debbie Driesman
- Mr. and Mrs. Reza Jahanbani
- Dr. Richard A. Jonas
- and Mrs. Katherine Verno-Jonas
- Mr. and Mrs. John King
- Mr. and Mrs. Melvyn N. Klein
- Mr. Bradford Koles Jr. and Mrs. Koles
- Mr. and Mrs. Patrick Lanier
- Mr. and Mrs. Marco Larsen
- Mr. Philip C. Lauinger, Jr.
- Mr. and Mrs. Paul Lee
- Mr. and Mrs. Gregory Leifner
- Ms. Gail Levine
- Ms. Shannon Lewitwaite
- Mr. Stanley Litow
- Ms. Shannon Lewithwaite
- Ms. Hongxia Liu
- Dr. Jeffrey L. Lovallo
- Mr. and Mrs. Rafat Mahmood
- The Honorable Frederic V. Malek
- and Mrs. Malek
- Mr. and Mrs. Frederic W. Malek
- Mr. and Mrs. Philip Manuel
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- Ms. Marcia Mayo
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- Mr. and Mrs. William O’Leary
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- and Ms. Colleen Connors
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- Mr. Mark Penn
- and Ms. Nancy Jacobson
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- Mr. and Mrs. Jeff Queen
- Mr. Franklin Raines
- and Ms. Denise Grant
- Mr. and Mrs. Negin Rassekh
- His Excellency Emanuel Gonzalez-Revilla
- and Mrs. Gonzalez-Revilla
- Mr. Jimmy Reyes
- Ms. Ana Rodriguez
- Mr. and Mrs. Bradford Rose
- Mr. Frank Ruggiero
- Ms. Reem Sadik
- Mr. Dan Sallick
- and Ms. Elizabeth Miller
- Dr. and Mrs. Curtis Sandberg
- Mr. and Mrs. Scott Schirmeier
- SENTEL Corporation
- Mr. Christopher Siddall
- Ms. Deborah Sigmund
- Mr. Patrick D. Smith
- and Mrs. Adam Spiegel
- Mrs. Karen St. John
- Sunrider International
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- Mr. Jimmy Reyes
- Ms. Ana Rodriguez
- Mr. and Mrs. Bradford Rose
- Mr. Frank Ruggiero
- Ms. Reem Sadik
- Mr. Dan Sallick
- and Ms. Elizabeth Miller
- Dr. and Mrs. Curtis Sandberg
- Mr. and Mrs. Scott Schirmeier
- SENTEL Corporation
- Mr. Christopher Siddall
- Ms. Deborah Sigmund
- Mr. Patrick D. Smith
- and Mrs. Adam Spiegel
- Mrs. Karen St. John
- Sunrider International
- Mr. and Mrs. Art Collins
- Ms. Annie Simonian Totah
- Ms. Ann Townsend
- Dr. Mark Alexander Tretiak
- Mr. David Weisman
- and Ms. Jacquie Michel
In 2015, Meridian hosted four installments of its Global Business @ Meridian Downtown breakfast series. These off-the-record discussions between Corporate Council members and Ambassadors highlighted key business opportunities and challenges in countries across the world.

USTR Ambassador Dr. Christina Sevilla teamed up with council members to discuss U.S. Trade Policy and recent trends in international trade, from both the private and public sector perspectives.

The Coca-Cola Company hosted the Ambassador of the Russian Federation, H.E. Sergei Kislyak to examine U.S.-Russia bilateral relations and economic opportunities.

Ambassador of the European Union, H.E. David O’Sullivan joined Hess Corporation and several top leaders to explore the state of the business climate in the EU.

Booz Allen Hamilton hosted the Ambassador of the Kingdom of Thailand, H.E. Pisan Manawapat to collaborate on economic opportunities in Thailand.

CORPORATE COUNCIL

CORPORATE COUNCIL MEMBERS

Through partnerships with the Corporation for Public Broadcasting, the George W. Bush Institute, Goldman Sachs 10,000 Women, and Plan International USA, the Council on Women’s Leadership (CWL) hosted programs promoting women’s leadership and awareness of women’s issues. The programs included hosting the author of A Path Appears, highlighting the impacts of sex trafficking and gender-based violence, “speed-mentoring” sessions for fellows from Tunisia, and young ambassadors advocating for girls’ education.

CWL MEMBERS

Ms. Natasha Akda
Ms. Amy L. Alvarez
Ms. Carmel Arbib
Ms. Deborah Taylor Ashford, Esq.
The Honorable Meredith A. Baker
Mrs. Janet A. Blanchard
Ms. Theresa Bowman
Mrs. Tammie Collins
Mrs. Isabel Cutler
Ms. Robin Diamond
Ms. Bettina Duval
Ms. Dorothy Dwoски
Mrs. Donna Eacho
Ms. Marjan Ehsassi
Ms. Randa Fahmy
Mrs. Samia Farouki
Ms. Jennifer Ganten
Mrs. Lorna Gross-Bryant
Ms. Kara Gustafson
The Honorable Patricia de Stacy Harrison
Mrs. Gwen M. Holliday
Ms. Kate Irvin
Ms. Cathryn Keller
Ms. Anita K. Kern
Ms. Shannon Lewthwaite
Mrs. Shahin Mafi
Ms. Marjan Ehsassi
Ms. Randa Fahmy
Mrs. Samia Farouki
Ms. Jennifer Ganten
Mrs. Lorna Gross-Bryant
Ms. Kara Gustafson
The Honorable Patricia de Stacy Harrison
Mrs. Gwen M. Holliday
Ms. Kate Irvin
Ms. Cathryn Keller
Ms. Anita K. Kern
Ms. Shannon Lewthwaite
Mrs. Shahin Mafi
Ms. Marlene Malek
Ms. Michele A. Manatt
Ms. Nadia Manuel
Ms. Karen Maples
Ms. Marcia V. Mayo
Mrs. April McClain-Delaney
Ms. Alyson B. McKithen
Mrs. Donna McLarty
Ms. Neanna Roane McLean
Ms. Noa Meyer
Ms. Lisa B. Nelson
Ms. Claire O’Connor
Ms. Mary O’Connor
Mrs. Maureen Orth
The Honorable Mary M. Ourisman
The Honorable Dina H. Powell
Ms. Judith Registre
Ms. Joy Elena Robertson
Mrs. Marie Thérèse Royce
Ms. Reem S. Sadik
Ms. Karen St. John
Ms. Marvarid Taherpour
Mrs. Betty Ann S. Tanner
Ms. Jessica Towhey
Ms. Ann Townsend
Mrs. Jill Cooper Uddall
Ms. Kim Watson

MERIDIAN COUNCIL ON WOMEN’S LEADERSHIP

RISING LEADERS COUNCIL

Ms. Clara Brillembourg
Ms. Bay Fang
Ms. Alexandra Haas
Ms. Kine B. Hartz
Ms. Jacqueline Strasser Higgins
Mr. Ren Ito
Ms. Astri Kimball
Mr. Rafael Della Giustina Leal
Mr. Patrick W. Reinsall
Mr. Peter Scoblic
Dr. Christina Sevilla
Mr. Nick Snyder
Dr. Matthew Spence
Ms. Riccarda Torriani

RLC STEERING COMMITTEE
47TH ANNUAL MERIDIAN BALL

On Friday, October 16, 2015, more than 800 world leaders gathered at the 47th Annual Meridian Ball in support of the organization’s ongoing efforts to prepare private and public sector leaders around the world for a complex future. The Ball enjoyed record-breaking attendance and proved, once again, to be one of Washington’s most celebrated events.

EMBASSY SUPPORT
Embassy of Argentina
Embassy of Azerbaijan
Embassy of Barbados
Embassy of Belgium
Embassy of Brazil
Embassy of Canada
Embassy of Colombia
Embassy of Ecuador
Embassy of Egypt
Embassy of Germany
Embassy of Hungary
Embassy of Ireland
Embassy of Luxembourg
Embassy of Monaco
Embassy of Panama
Embassy of Qatar
Embassy of South Africa
Embassy of Sri Lanka
Embassy of Sweden
Embassy of Switzerland
Embassy of Thailand
Embassy of the Netherlands
Embassy of Tunisia
Embassy of Turkey

CORPORATE SUPPORT
Chairman’s Circle
Ambassador’s Circle
GALLUP
Diplomat’s Circle
Linden Circle

Crescent Circle
Terrace Circle

In-Kind

Congressional Chairs
Congressman Vern Buchanan
and Mrs. Sandy Buchanan

Congressional Chairs
Congressman Eliot Engel
and Mrs. Pat Engel

Honorary Chair
First Lady Michelle Obama

Honorary Sponsor
Ambassador Peter A. Selfridge
Chief of Protocol of the United States

White-Meyer Chairs
Mr. Eric Larsen
and Mrs. Susanne Larsen

Meridian Ball Chairs
The Honorable Beatrice Welters
and Mr. Anthony Welters

Young Professional Chairs
Mr. Josh Rogin
and Ms. Ali Weinberg

Corporate Chair
Mr. Clyde C. Tuggle
Senior Vice President
The Coca-Cola Company
## CONSOLIDATING STATEMENT OF FINANCIAL POSITION

**September 30, 2015**

<table>
<thead>
<tr>
<th>Assets</th>
<th>Meridian</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$808,738</td>
</tr>
<tr>
<td>Accounts receivable - grants and other, net</td>
<td>3,545,220</td>
</tr>
<tr>
<td>Pledges receivable, net</td>
<td>151,206</td>
</tr>
<tr>
<td>Investment in affiliate</td>
<td></td>
</tr>
<tr>
<td>Prepaid expenses and other</td>
<td>345,556</td>
</tr>
<tr>
<td>Investments</td>
<td>5,846,944</td>
</tr>
<tr>
<td>Property held for sale</td>
<td>1,055,937</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>5,298,718</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$17,052,319</strong></td>
</tr>
</tbody>
</table>

| Liabilities and Net Assets                  |         |

<table>
<thead>
<tr>
<th>Liabilities</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Line-of-credit</td>
<td>$699,934</td>
</tr>
<tr>
<td>Term loan</td>
<td>3,061,789</td>
</tr>
<tr>
<td>Accounts payable</td>
<td>846,397</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>1,412,590</td>
</tr>
<tr>
<td>Due to affiliate</td>
<td></td>
</tr>
<tr>
<td>Capital leases</td>
<td>19,454</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>3,492,761</td>
</tr>
<tr>
<td>Deferred revenue - parking lot sale</td>
<td>1,500,000</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$11,032,925</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net Assets</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>5,308,287</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>27,500</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>683,607</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>$6,019,394</strong></td>
</tr>
</tbody>
</table>

| **Total Liabilities and Net Assets**         | **$17,052,319** |

## CONSOLIDATING STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

**Year ended September 30, 2015**

<table>
<thead>
<tr>
<th>Revenues and Investment Income</th>
<th>Meridian</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants and contracts</td>
<td>$28,740,352</td>
</tr>
<tr>
<td>Contributions</td>
<td>812,633</td>
</tr>
<tr>
<td>Event income</td>
<td>655,226</td>
</tr>
<tr>
<td>Special activities</td>
<td>989,744</td>
</tr>
<tr>
<td>Investment income</td>
<td>287,183</td>
</tr>
<tr>
<td>Corporate council</td>
<td>426,198</td>
</tr>
<tr>
<td>Other</td>
<td>6,880</td>
</tr>
<tr>
<td>Inherent contribution</td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenues and Investment Income</strong></td>
<td><strong>$31,918,216</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct program and department expenses</td>
<td>27,621,688</td>
</tr>
<tr>
<td>Fundraising</td>
<td>190,904</td>
</tr>
<tr>
<td>Support Services:</td>
<td></td>
</tr>
<tr>
<td>General and administrative</td>
<td>2,707,683</td>
</tr>
<tr>
<td>Maintenance and operations</td>
<td>1,948,946</td>
</tr>
<tr>
<td>Contributions made</td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$32,469,221</strong></td>
</tr>
</tbody>
</table>

| Change in Net Assets                         | (551,005) |

| Net Assets, beginning of year                | $6,570,399 |

| Net Assets, end of year                      | $6,019,394 |

| **Total Liabilities and Net Assets**         | **$17,052,319** |
OUR LEADERSHIP

MERIDIAN BOARD OF TRUSTEES

EXECUTIVE COMMITTEE
Hon. Carlos M. Gutierrez
Chairman
Hon. Patricia de Stacy Harrison
Vice-Chair
Art Collins
Chair of Development Committee
Hon. Alonzo L. Fulgham
Chair of Governance and Nominating Committee
Hon. David A. Gross
Chair of Global Engagement Committee

TRUSTEES
Hon. Meredith Attwell Baker
President and Chief Executive Officer, CTIA - The Wireless Association
Janet Blanchard
Founding Member, Meridian Council on Women’s Leadership
Jon Clifton
Managing Partner, The Gallup Organization
Matthew T. Echols
Senior Vice President, Coca-Cola
North America Public Affairs & Communications, The Coca-Cola Company
Hon. Laurie S. Fulton
U.S. Ambassador, Retired
Dr. Neal R. Goins
Vice President, International Government Relations, ExxonMobil Corporation
Maria Pica Karp
Vice President and General Manager, Chevron
Janet Lamkin
California State President, Bank of America
Stanley S. Litow
Vice President, Corporate Citizenship & Corporate Affairs, IBM and President, IBM International Foundations
Hongxia Liu
Associate Vice Chancellor, Government & Community Relations, New York University Shanghai
Michele A. Manatt
Founding Member, Meridian Council on Women's Leadership
David Metzner
Managing Partner, American Continental Group
Lisa B. Nelson
Chief Executive Officer, American Legislative Exchange Council
Scott Parven
Partner, Akin Gump Strauss Hauer & Feld LLP
Michael Pickrum
Viacom Inc.
Hon. Rodney E. Slater
Partner, Squire Patton Boggs, LLP
Deborah Taylor Ashford, Esquire
Legal Counsel
Hogan Lovells
Hon. William F. McSweeney
Trustee Emeritus
Hon. Walter L. Cutler
President Emeritus

MERIDIAN EXECUTIVE TEAM
Hon. Stuart W. Holliday
President and CEO
Lee Satterfield
Executive Vice President
Kurt M. Sodee
Chief Financial Officer and Senior Vice President, Operations
Susan Cabiati
Senior Vice President, Professional Exchanges
Bonnie Glick
Senior Vice President, GlobalConnect
Dr. Curtis Sandberg
Senior Vice President, Arts and Cultural Programs
Dr. Myra Best
Vice President, Professional Exchanges, Administration
Henry Collins
Vice President, Human Resources
Monique M. McSweeney
Vice President, Communications
Amy Selco
Vice President, Development
Kelly Campagne
Director of Human Resources

MERIDIAN STAFF
As a global leadership organization, Meridian takes pride in its global family. Our staff members come from every corner of the world, including the United States, Africa, Europe, Asia, Latin America, and the Caribbean. We provide a vibrant environment and cultivate a culture of success, so that our professionals are excited and fulfilled in their work at Meridian.

NATIONS IN WHICH WE HAVE LIVED:
Our staff have lived for extended periods in 57 DIFFERENT COUNTRIES.

ADVANCED DEGREES:
Meridian staff hold 35 ADVANCED DEGREES and many more professional certificates and awards.

LANGUAGES WE SPEAK:
Meridian has fluency in 32 LANGUAGES, including all official UN languages.

OUR STAFF

Steve Lebling
Chair of Facilities & Preservation Committee
Jeffrey Malinak
Chair of Finance & Audit Committee
Drew Maloney
Board Secretary
Hon. Ann Stock
Co-Chair of Development Committee

MERIDIAN EXECUTIVE TEAM

OUR CAMPUS

Meridian House was built between 1921 and 1923 by Ambassador Irwin Boyle Laughlin, U.S. Ambassador to Greece (1924-1926) and Spain (1929-1933). Photo credit: Egomedia Photography

Home to Meridian’s Cafritz Galleries, White-Meyer House was built between 1910 and 1912 by Ambassador Henry White, U.S. Ambassador to Italy (1905-1906) and France (1906-1909). Photo credit: Rodney Bailey

Meridian’s campus features two historic buildings, Meridian House and White-Meyer House. Surrounded by gardens, it forms a city block of historic and architectural interest. The campus is the residential jewel of John Russell Pope, architect of the Jefferson Memorial, the National Gallery of Art, and the National Archives. Both houses are listed on the National Register of Historic Places.