

Middle East Institute

2006 Annual Report







Middle East Institute

The Middle East Institute (MEI) was founded in 1946 by Christian Herter, who would soon be named US Secretary of State, and George Camp Keiser, a Middle East scholar. The Institute was initially an adjunct of Johns Hopkins University-School for Advanced International Studies but was then spun off as an independent non-profit organization. There were no organizations in the Washington area at that time that focused on the contemporary Middle East. MEI was designed to fill the void. The Institute's charter promised:

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

This remains the Institute's objective.

Traditionally, MEI has not taken positions on issues and does not identify with a particular political party or with a specific side on the many disputes that have wracked the region. The Institute continues that policy today. Instead, MEI offers a forum for debate, opinion, and analysis through a variety of educational and informational programs, including briefings and seminars, media outreach, a scholars program, a quarterly peer-reviewed scholarly journal, a language program, a library, and various conferences.

The Institute is supported by individual and corporate members, by individual donors, and by foundations. MEI is a membership organization, but many of its programs are open to the public. Both policy papers and informational resources are available on its website.

Letter from the Vice President

To celebrate the Middle East Institute's 60th anniversary this year, we invited our scholars to look back over the decades and choose the most significant events and personalities that shaped the history of the region. Not surprisingly, their references were most always to a war or to an unresolved conflict. At a time when frustration with US policy is mounting both at home and abroad, MEI is more relevant than ever. Unlike other institutes that have a strong political bias, MEI offers a quality neutral forum for responsible dialogue — whether in addressing the crisis in Iraq or Sudan, peacekeeping in Lebanon or Afghanistan, or the never-ending Israeli-Palestinian conflict.

For MEI's 60th Anniversary Annual Conference this November, we encouraged participants to look for fresh approaches to the policy debate. Attendance hit an all-time high of 500, compared with MEI's first annual meeting in 1946, which was attended by fewer than 80. It is a sure sign of the soaring interest and concern for what is happening in the Middle East and the repercussions that events there will have on our national, corporate, and individual interests. The high attendance also reflects the high quality of the panels and the first ever address to MEI by a US cabinet member, Secretary of Energy Samuel Bodman.

For its regular briefings, MEI provided quality speakers who put the current conflicts into proper context. We intensified our efforts to reach into the American heartland through C-Span coverage and videoconference links for remote audiences, including the University of Texas at Austin and Portland State University.

We continued to build on MEI's reputation as a reliable source of analysis and commentary. Our scholars were in high demand. They fielded more than 3,000 queries from leading newspapers, magazines, and broadcast networks from around the globe. Op-eds by MEI scholars appeared in major media in key US and Middle East markets. Our scholars and staff also reached out to new audiences through their participation in conferences, speaking engagements, and reporting trips to the region.

The Middle East Journal, which is publishing its 61st edition in 2007, increased its advertising revenues by 20% this past year. Newsstands sales were also up by 15% in 2006. The editors launched a CD series of past *MEJ* articles on relevant topics to be sold at MEI lectures and other events. *MEJ* articles are now for sale on the website.

MEI's Language and Area Studies Department achieved a milestone at the start of 2006, winning accreditation as a post-secondary education institute through the Accrediting Council for Continuing Education and Training. The department enrolled more than 1,000 students in 2006 for Arabic, Hebrew, Turkish, and Persian language classes, including many govern-

ment employees. We need to find more space to accommodate the growing number of students.

Under the leadership of new Executive Director Trudi Rishikof, the Sultan Qaboos Cultural Center continued to expand its activities, including a popular summer lecture series on Gulf heritage and a project that brought a visiting Omani librarian who spent three months cataloguing the Omani holdings of the George Camp Keiser Library.

The Board of Governors named Ambassador Wendy Chamberlin as President following the July 2006 retirement of Ambassador Edward S. Walker. Ambassador Chamberlin was Deputy High Commissioner for the UN High Commission for Refugees (UNHCR) where she spearheaded humanitarian missions during several emergencies, including the crisis in Darfur and South Sudan. Before that, Ambassador Chamberlin was Assistant Administrator in the Asia-Near East Bureau for the US Agency for International Development (USAID) from 2002 to 2004, where she led USAID reconstruction projects in Iraq and pioneered both private and public sector partnerships to support Islamic education in the Middle East and East Asia. She was US Ambassador to Pakistan in 2001-2002. Ambassador Chamberlin brings energy and experience to MEI and a commitment to our mission.

Serious challenges at age 60 are to expand both our funding and member base. Never has MEI been more necessary to help assure that debates about the Middle East are based on objective scholarship and in-country experience. Otherwise, ideological and special agendas will dominate. There is nothing wrong with passion in pursuing knowledge; I have been passionate about this region since I first turned my studies in that direction in 1962. But uninformed passion is a dangerous ingredient that creates demeaning stereotypes of other peoples. It also prepares the ground for policy blunders.

With greater resources, there is still much that MEI can do to educate Americans about the complexities and conflicts of the Middle East and to break down the barriers of misunderstanding. We welcome your support.

David Mack
Vice President

MEI Programs

Striking a balance between coverage of both pressing conflict zones and areas of traditional interest, MEI programming in 2006 covered diverse topics ranging from Iraq to Hizbullah, from Sudan to US interests in the South Caucasus. MEI continues to serve as a source of information on the Middle East for academics, analysts, the media, and policy-makers both in Washington and across the country. Through our conferences, panel discussions, book launches, corporate briefings, and policy programs, in 2006 MEI remained an important forum for discussion of some of the most difficult yet significant topics affecting global stability.

Major Symposiums

MEI 60th Annual Conference: New Approaches to Enduring Issues

For its 60th anniversary conference, held on November 13-14, 2006 at the National Press Club, the Middle East Institute took a fresh look at the past, present, and future of the Middle East and how we approach the enduring issues that continue to confront the region. Panelists discussed a number of key strategic issues facing the Middle East and American policymakers, such as exit strategies for Iraq, South Asian regional stability, Iran and the international community, political Islam, Sudanese peace, US-Gulf relations, and Israeli foreign policy.

Keynote Address

Samuel W. Bodman, US Secretary of Energy

Banquet Speaker

Karen Koning AbuZayd, Commissioner
General, UNRWA

Exiting Iraq

Jay Garner, General, United States Army (Ret.)
Brian Katulis, Senior Fellow, Center for
American Progress
David Satterfield, Senior State Department
Coordinator for Iraq

Qubad Talabany, Representative to the United
States, Kurdistan Regional Government

Moderator: Bing West, President, GAMA
Corporation

Afghanistan, Pakistan, and Regional Stability

Steve Coll, Staff Writer, *The New Yorker*

James Dobbins, Director, International
Security and Defense Policy Center, RAND
National Security Research Division

Colonel Richard Giguère, Military Attaché,
Royal Canadian Forces

Bruce Riedel, Senior Fellow, Brookings
Institution

Moderator: Marvin Weinbaum, Middle East
Institute Scholar-in-Residence

Engaging Political Islam

Maysam al-Faruqi, Visiting Assistant Professor,
Georgetown University

Richard Murphy, Former Assistant Secretary of
State for Near Eastern Affairs

S. Abdallah Schleifer, DC Bureau Chief, Al
Arabiya

Moderator: Akbar Ahmed, Ibn Khaldun Chair
of Islamic Studies, American University

Making Peace in Sudan

Tim Carney, Former US Ambassador to Sudan

John Prendergast, Senior Adviser,

International Crisis Group

Adam Shapiro, Darfur Diaries

Moderator: Peter Bechtold, Professor, College
of William and Mary

Policy Presentation

John Hillen, Assistant Secretary of State,
Political-Military Affairs

America's Partnership with the Gulf

Rachel Bronson, Senior Fellow and Director
of Middle East and Gulf Studies, Council on
Foreign Relations

Jamal Khashoggi, Media Advisor, Embassy of
Saudi Arabia

Moderator: Marcelle Wahba, Foreign Policy

Advisor to Chief of Staff, USAF

Israel's Evolving Foreign Policy

Geoffrey Aronson, Director of Research and Publications, Foundation for Middle East Peace

Daniel Levy, Senior Fellow and Director of the Middle East Policy Initiative of the American Strategy Program, New America Foundation
Yoram Peri, Professor, Tel Aviv University
Daniel Seidemann, Legal Advisor and expert on Jerusalem

Moderator: Ian Lustick, Professor, University of Pennsylvania

Entertainment by the College of William and Mary Middle Eastern Music Ensemble

US-Libya Re-Engagement: The Path Forward

As the United States and Libya began the rehabilitation of their relationship, the Middle East Institute co-sponsored a conference to assess the latter's capacity for domestic economic reform and to discuss prospects for future diplomatic and economic relations between the two nations.

Welcome and Introduction

David Goldwyn, Executive Director, US-Libya Business Association

Keynote Address

Tom Lantos, Congressman (D-CA)

Diplomatic Outlook for US-Libya Relations

David Mack, Vice President, Middle East Institute

David Welch, Assistant Secretary of State for Near Eastern Affairs

Ali Aujali, Libyan Ambassador to the United States

Commercial Prospects in Libya

Alan P. Larson, Senior International Policy

Advisor, Covington and Burling
Douglas Bell, Deputy Assistant Trade Representative for the Middle East and North Africa

Matthew S. Borman, Deputy Assistant Secretary of Commerce for Export Administration

Libya's Economic Reform Program

H.E. Dr. Taher El Jehaimi, Secretary of the General People's Committee for Planning
Mohammed Elhage, Deputy Division Chief of Middle East and Central Asia Department, International Monetary Fund

Corporate Briefings

Anchors Ashore in Iraq

Carey Cavanaugh, Director of the Patterson School of Diplomacy and International Commerce, University of Kentucky

Hamas Elections and the Impact of Economic Sanctions

Nigel Roberts, Country Director for the West Bank and Gaza, World Bank

New US Export Control Regulations on Libya

Sheila Quarterman, Office of Exporter Services, Department of Commerce

Eric Longnecker, Office of Nonproliferation and Treaty Compliance, Department of Commerce

Obstacles and Opportunities in Jordanian-Israeli Relations

Ambassador Yacov Hadas, Deputy Director General for the Middle East, Israeli Ministry of Foreign Affairs

The Impact of Iraq and Iran on the Gulf

Muhammed Abdul Ghaffar, Minister of State for Foreign Affairs and Minister of Information, Bahrain

Update on Iran

Ambassador Philippe Welte, Ambassador of Switzerland to Iran

Update on Iraq

Laith Kubba, Senior Director, Middle East & North Africa, National Endowment for Democracy

Update on Jordan

David Hale, US Ambassador to Jordan

Update on Oman

H.E. Maqbool Bin Ali Bin Sultan, Minister of Commerce and Industry, Oman

Policy Programs

ARAB-ISRAELI CONFLICT

Between the Palestinian and Israeli Elections: The Current Situation and Where We Go From Here

Major General (res.) Shlomo Gazit, member of Israel Policy Forum's Israel Advisory Council

Human Rights, the Land of Israel, and Justice: A Religious Perspective

Rabbi Arik W. Ascherman, Executive Director of Rabbis for Human Rights

Israeli Elections and the Prospects for Peace: Three Former US Ambassadors to Israel Look Back and Ahead

William Brown, US Ambassador to Israel 1988-1992

Samuel Lewis, US Ambassador to Israel 1977-1985

Edward S. Walker, US Ambassador to Israel 1997-1999

Moderator: MJ Rosenberg, Director of Policy at the Israel Policy Forum

Picking up the Pieces of Mideast Peace: Can Today's Opportunities be Seized?

Akiva Eldar, Senior Analyst and Chief Political Columnist for the Israeli daily *Ha'aretz*

Salameh Nematt, Washington Bureau Chief of *Al-Hayat* and LBC

The Arab-Israeli War: An Israeli Negotiator Provides Lessons for the Future

Gilead Sher, former Chief of Staff and Policy Coordinator to Israeli Prime Minister Ehud Barak

The US 'Soft Coup' Against the Palestinian Authority

Geoffrey Aronson, Director of Research and Publications at the Foundation for Middle East Peace

Understanding the Factional Violence in Palestine

Charles Enderlin, Bureau Chief of France Channel 2 in Jerusalem

CENTRAL ASIA AND THE CAUCASUS

Iran, Afghanistan, and Central Asia: Recent Developments

Mohsen Milani, Chair of the Department of Government and International Affairs at the University of South Florida in Tampa

Abbas Maleki, Research Fellow at the Belfer Center for Science and International Affairs, John F. Kennedy School of Government, Harvard University

Dr. Marvin Weinbaum, Middle East Institute Scholar-in-Residence

US Interests in the South Caucasus

Ambassador Harry J. Gilmore, Lecturer, Foreign Service Institute

GULF STATES

Culture and Customs of Saudi Arabia

David Long, Consultant on Middle East and Islamic Politics and Author of *The Kingdom of Saudi Arabia*

Political and Economic Reform Challenges in Kuwait

Dr. Ameer Al-Tameemi, Economist and Chairman of the United Fishery of Kuwait

Political Reform in Kuwait and Other Arab Countries

Nathan Brown, Senior Associate at the Carnegie Endowment for International Peace
Jennifer McElhinny, Managing Editor of *The Middle East Journal*
Clayton Swisher, Director of Programs at the Middle East Institute

IRAN AND IRAQ

How to Solve the Kirkuk Question

Dr. Joost Hiltermann, Middle East Project Director, Amman, International Crisis Group

Inside Perspectives on the Iraq Study Group

Ambassador David Mack, Vice President, Middle East Institute
Paul Hughes, Senior Program Officer, Center for Post-Conflict Peace and Stability Operations, US Institute of Peace
James Placke, Senior Associate, Cambridge Energy Research Associates

Intelligence in the Wake of the Iraq War

Paul Pillar, Visiting Professor, Security Studies Program, Georgetown University

NORTH AFRICA

Foreign Minister Sid'Ahmed on Democratic Transition

Ahmed Ould Sid'Ahmed, Mauritania's Minister

of Foreign Affairs

Political Reforms and Stability in Morocco

Andre Azoulay, Senior Advisor to King Mohammed VI of Morocco

REGIONAL ISSUES

Arab Satellite TV: Agents of Change in the 21st Century Middle East

Jihad Ballout, Spokesperson and Director of Media Relations, Al Arabiya News Channel in Dubai

Is America a Radical Republic?

Colonel Larry Wilkerson, former Chief of Staff to Secretary of State Colin Powell

Post Election Round-Up: What's in Store for the Bush Administration, the 110th Congress and the Middle East?

Joshua Muravchik, Resident Scholar, American Enterprise Institute
Mara Rudman, Senior Fellow, Center For American Progress
James Zogby, President, Arab American Institute

Strategic Studies in Radical Islamic Literature

Thomas Hegghammer, Research Associate, Norwegian Defence Research Establishment in Oslo

Trauma, Healing, and Mind-Body Medicine in the Middle East

Dr. James Gordon, Psychiatrist, Founder, and Director of the Center for Mind-Body Medicine, Clinical Professor, Georgetown University

SOMALIA

Somalia: Is There a Light at the End of the Tunnel?

Ambassador Herman Cohen, Founder, Cohen and Woods International
Ambassador Robert Oakley, Professor,
National Defense University

SYRIA AND LEBANON

American Perspectives on Hizbullah

Frederic Hof, President and CEO, AALC, Ltd.
Mark Perry, Co-Director, Conflicts Forum
Moderator: Ambassador Philip Wilcox,
President, Foundation for Middle East Peace

Crisis in Lebanon: Is Peacekeeping Possible?

Ambassador Arthur Hughes, Adjunct Scholar,
Middle East Institute
William A. Stuebner, Senior Technical
Specialist for Conflict Prevention,
Agricultural Cooperative Development
International/Volunteers in Overseas
Cooperative Assistance
Ambassador James Dobbins, Director, RAND
Corporation's International Security and
Defense Policy Center
Lieutenant Colonel Mike Bailey, RONCO
Consulting Corporation
Moderator: Ambassador David Mack,
Vice President of the Middle East Institute

Inside the Pressure Cooker: Syria's Domestic Political Scene

Joshua Landis, Professor, University of
Oklahoma

Lebanese MP on National Dialogue

Jawad Simon Boulous, Lebanese Member of
Parliament

Post-war Status of Lebanon's March 14th Movement

Musbah al-Ahdab, Lebanese Member of
Parliament

Film Series

Land of the Settlers: The Divide

A Documentary Series by Israeli Journalist
Chaim Yavin
Common Ground Film Festival
With Commentary from MEI Director of
Programs Clayton Swisher

Book Launches

Confronting Iran: The Failure of US Foreign Policy and the Next Great Conflict in the Middle East

Ali Ansari, Director of the Institute for Iranian
Studies, University of St. Andrews

A History of Modern Libya

Dr. Diederik Vandewalle, Associate Professor,
Dartmouth College

Imperial Life in the Emerald City: Inside Iraq's Green Zone

Rajiv Chandrasekaran, Assistant Managing
Editor for Continuous News,
The Washington Post

In the Belly of the Green Bird: The Triumph of the Martyrs in Iraq

Nir Rosen, Fellow, New America Foundation

Jawbreaker – The Attack on Bin Laden and Al Qaeda: A Personal Account by the CIA's Key Field Commander

Gary Berntsen, President, The Berntsen Group

Scars of War, Wounds of Peace: The Israeli-Arab Tragedy

Shlomo Ben-Ami, former Israeli Foreign
Minister

The End of Iraq: How American Incompetence Created a War Without End

Ambassador Peter W. Galbraith, Senior
Diplomatic Fellow, Center for Arms Control
and Non-Proliferation

The Middle East Journal

The Iron Cage: The Story of the Palestinian Struggle for Statehood

Dr. Rashid Khalidi, Edward Said Chair in Arab Studies, Columbia University

The Mighty and the Almighty: Reflections on America, God, and World Affairs

Madeleine Albright, former US Secretary of State

The Three Occupied UAE Islands: The Tunbs and Abu Musa

Dr. Thomas R. Mattair, Resident Policy Analyst, Middle East Policy Council

Thicker than Oil: America's Uneasy Partnership with Saudi Arabia

Rachel Bronson, Director of Middle East Studies, Council on Foreign Relations

Like all print publications, *The Middle East Journal* has faced a certain amount of erosion in circulation in recent years, though it has maintained its circulation levels better than many comparable publications. In order to compensate for rising print costs and softening circulation levels, the *Journal* in 2006 actively sought to increase revenues from multiple sources, as well as to employ a longer-term strategy to increase its availability in electronic media. The *Journal*, which completed its 60th volume at the end of 2006, also planned to capitalize on its 60th anniversary throughout 2007.

During 2006, active promotion of advertising and the use of incentive rates for MEI's Corporate members saw advertising revenue increase by 20%. The *Journal's* newsstand presence also improved its sell-through rate by over 15%.

Recognizing that one of the *Journal's* strengths is its 60-year history and archive, the *Journal* began offering CDs containing articles on a given subject in Adobe Acrobat format. These CDs, on topics such as Iran, Iraq, Lebanon, etc., were offered for sale both through our website and at the MEI Annual Conference and other gatherings. They have provided an additional (if relatively modest) revenue source. In addition, we have begun offering individual recent articles for sale through our website. During the coming year we also will be increasing our availability through electronic information services and hope, in the fairly near term, to be able to offer articles from our past archives for sale.

In terms of content, the *Journal* continued to seek challenging articles on subjects of contemporary interest. Such articles as Thomas Hegghammer's "Global Jihadism After the Iraq War" (Winter), Mustafa Kibaroglu's "Good for the Shah, Banned for the Mullahs: The West and Iran's Quest for Nuclear Power" (Spring) and, in the Autumn issue, immediately after the Israel-Hizbullah war of summer 2006, articles on Israeli national security decision-making and

on the Shi'ite villages in Palestine claimed by Lebanon, all served as a reminder that the *Journal* provides policy-relevant research alongside more traditional historical and political science scholarship.

Managing Editor Adam Mendelson and Assistant Editor Naomi Stone joined the staff in 2006. Editor Michael Dunn, Book Review Editor John Calabrese, Publication Assistant Nancy Wood, Circulation Assistant Lisa Barr, and General Services Officer Thomas Peck remained in their positions.

Middle East Journal Articles, 2006

Articles in Volume 60, Number 1, Winter 2006:

Thomas Hegghammer, *Global Jihadism After the Iraq War*

Curtis R. Ryan, *The Odd Couple: Ending the Jordanian-Syrian "Cold War"*

Jahangir Amuzegar, *Khatami's Legacy: Dashed Hopes*

Oren Barak, *Towards a Representative Military? The Transformation of the Lebanese Officer Corps since 1945*

Talal Nizameddin, *The Political Economy of Lebanon Under Rafiq Hariri: An Interpretation*

Articles in Volume 60, Number 2, Spring 2006:

Mustafa Kibaroglu, *Good for the Shah, Banned for the Mullahs: The West and Iran's Quest for Nuclear Power*

Mohsen M. Milani, *Iran's Policy Towards Afghanistan*

Yoram Meital, *The Struggle over Political Order in Egypt: The 2005 Elections*

Roland Popp, *Stumbling Decidedly into the Six-Day War*

Guy Ben-Porat, *Markets and Fences: Illusions of Peace*

Articles in Volume 60, Number 3, Summer 2006

Gawdat Bahgat, *Nuclear Proliferation: The Case of Saudi Arabia*

Hamed El-Said and Jane Harrigan, *Globalization, International Finance, and Political Islam in the Arab World*

Mark LeVine, *Chaos, Globalization, and the Public Sphere: Political Struggle in Iraq and Palestine*

Trita Parsi, *Israel and the Origins of Iran's Arab Option: Dissection of a Strategy Misunderstood*

Marcie J. Patton, *The Economic Policies of Turkey's AKP Government: Rabbits from a Hat?*

Articles in Volume 60, Number 4, Autumn 2006

Charles D. Freilich, *National Security Decision-Making in Israel: Processes, Pathologies, and Strengths*

Iliya Harik, *Democracy, "Arab Exceptionalism," and Social Science*
Asher Kaufman, *Between Palestine and Lebanon: Seven Shi'i Villages as a
Case Study of Boundaries, Identities, and Conflict in the Middle East*
Bruce K. Rutherford, *What Do Egypt's Islamists Want? Moderate Islam
and the Rise of Islamic Constitutionalism*
J.E. Peterson, *Qatar and the World: Branding for a Micro-State*

Department of Languages and Regional Studies

Increasing student demand in 2006 led to the largest annual number of students — 1,063 — ever enrolled in the Middle East Institute's Department of Languages and Regional Studies; we had 314 students in winter, 229 in spring, 223 in summer, and 297 in our fall session. This is the first time we exceeded 1,000 students in any given year. Of the total, 72% were in Arabic classes, 16% in Farsi, 5% in Turkish, and 4% in Hebrew.

The Department of Languages and Regional Studies increased tuition by \$30 for language classes (from \$365 to \$395, amounting to an 8.2% increase) and \$45 for regional studies courses (from \$200 to \$245, amounting to 22.5%). After six years without tuition increases, this moderate increase was applied in the Fall 2006 quarter. Our decision was based on careful research of language programs in the Washington, DC area. Meanwhile, as a result of the high attrition rate of the teachers, we raised the average hourly rate for teachers by about five dollars an hour. Thus, in the Fall 2005 quarter the average hourly rate was \$26, and in the Summer 2006 quarter the average hourly rate amounted to \$31.23.

Perhaps the major constraint on further growth of our language program is lack of space. We are already overcrowded during the hours of 6:00 pm to 10:00 pm when most of our language classes take place, utilizing all available spaces including the office of the MEI President. We are seeking additional sites near MEI for classrooms. We are also considering making more than occasional use of MEI facilities on weekends.

Other changes are underway or being studied as a result of the long overdue accreditation in December 2005 of our language classes for continuing education. Shortly after being notified by the Accrediting Council for Continuing Education & Training (ACCET) of the accreditation decision, we began a process of identifying means and methods to capitalize on this achievement. This includes the following: obtaining final, official "degree granting" status from the DC Department of Education; creating a consortium with other institutions of higher education; looking into receiving

grants from the Department of Education and other governmental agencies to enhance our language program; and making efforts to organize MEI language classes at government facilities or other private institutions during the workday when space at MEI is unavailable.

Sultan Qaboos Cultural Center

The Sultan Qaboos Cultural Center (SQCC) completed its first full year of operation at the end of 2006. In addition to getting established, SQCC launched a number of cultural and educational programs supporting its mission “to educate the people of America and the Gulf Region about the breadth and richness of each of our cultures, to promote understanding between our peoples, and to educate a new generation of culturally-sensitive and knowledgeable citizens in each society.”

The featured 2006 cultural lecture was given by H.E. Abdullah Abbas, Chairman of the Municipality of Muscat, who spoke at the World Bank on “Muscat, Sultanate of Oman: Reality and Ambitions of City Preservation and Development,” discussing the dramatic transformation of Muscat from a medieval village into a 21st century city in just 35 years. Other 2006 events included a calligraphy workshop covered by *The Washington Post*, and representation at the National Council of Social Studies Conference in Washington.

As part of the Center’s educational outreach, a 10-week Summer Institute on Oman and the Gulf was held for undergraduate and graduate Washington interns. Experts included John Duke Anthony, Professor Edmund Ghareeb, Dr. Amer Al-Rawas, and journalist Georgie Anne Geyer, among others. Earlier in the year, two groups of high school students visited the Omani Embassy to learn about both Oman and how an embassy operates in the nation’s capital. In the fall, SQCC produced a social studies lesson plan entitled “US Maritime History in the 19th Century: The Peacock and the Treaty of Muscat,” intended for use by middle and high-school teachers, including at the Advanced Placement level.

SQCC Library Fellow Bader bin Mohammed al-Maskari arrived in November to assist the MEI library with developing a special section on Oman and cataloging the Arabic collection. A librarian at the Sultan Qaboos Grand Mosque Library in Muscat, he has strengthened ties between the MEI library and libraries in Oman.

As part of our outreach efforts, the Center has developed a comprehensive

and user-friendly website, www.sqcc.org, that serves as a portal to information and cultural exchange about Oman and the Gulf Region. It includes country facts and figures, suggested readings, transcripts from Summer Institute speakers, museums and libraries, lesson plans for teachers, student-oriented material, and information about the many SQCC events and programs — past, present, and future.

The Sultan Qaboos Cultural Center is a program of the Middle East Institute, governed by a US-Omani Board of Oversight chaired by H.E. Hunaina Sultan Al-Mughairy, Omani Ambassador to the United States. Trudi Rishikof serves as Executive Director. Mubarak bin Salim Al-Busaidi, Deputy Executive Director, was appointed by the Ministry of the Diwan of the Royal Court in Muscat.

The George Camp Keiser Library

The library hosted for three months Bader bin Mohammed Al-Maskari, a library fellow sponsored by the government of Oman. Thanks to Mr. Al-Maskari's efforts, our collection of Arabic books on Oman has been evaluated. We now have an entire section of our library devoted solely to our Omani collection. The library intends on keeping in close contact with Mr. Al-Maskari and hopes that the Omani section he arranged will found the cornerstone to a much larger collection of items pertinent to Oman and its region.

The presence of an additional professional librarian covering the desk part-time allowed the George Camp Keiser's librarian, Simon Braune, to continue to de-acquisition material. He also was able to re-shift significant portions of our collection, thus providing the library with greater space, particularly on the third floor. The library's video collection, formerly inaccessible to patrons, is now located on the first floor.

In September the library resumed participating in the Middle East Institute's Leadership Development Program. The fall intern prepared a new library research guide entitled "Cyprus: A Resource Guide." The guide is now available in on our website. We currently have two spring interns working on new research guides.

The library receives frequent positive responses to our online research guides. Recently an NGO in Afghanistan commented on how useful they found our guide for that country.

The library's book sale during MEI's Annual Conference was again a success. This year the library raised nearly \$1,000 in revenue.

The library continues to assist MEI members, staff, scholars, government officials, members of the Library of Congress, and the media to locate important information about the Middle East on a daily basis.

Students from universities throughout the DC area are referred frequently to our library by their professors. Upon visiting the library some of these students have signed up for membership. MEI language students use the library's resources regularly as well.

Leadership Development

Interest in the Middle East Institute's Leadership Development Program continued to grow dramatically in 2006. MEI's elite and respected internship program received an unprecedented 300 applications for the year and hosted 45 interns. Recruitment for the program has benefited from increased interest in language and regional studies courses, library resources, and in the region itself. Interns come from colleges and universities across the country and overseas, and each contributes to MEI's mission to endow the next generation of Middle East experts with appreciation and respect for the peoples and culture of the Middle East. We continue to strive for diversity in the Leadership Development Program and have accepted students from a wide array of cultural and ethnic backgrounds, both from within the United States and abroad, including Israel, Iran, Syria, France, and Bulgaria.

Interns are assigned to various departments in the Institute for the spring, summer, and fall semesters; the internships last from three to four months. In 2006, interns in the Programs department researched speakers, provided logistical support at briefings, and assisted with MEI's 60th Annual Conference. Interns in the Publications department compiled *The Middle East Journal's* Chronology, wrote book annotations, and assisted in editing projects. Communications department interns edited press releases and op-eds and covered congressional hearings. MEI also hosted interns in the Development department, where interns learned about fundraising in a non-profit context, and in the Public Policy Center, where graduate-level interns acted as research assistants for our Scholars-in-Residence. All interns attended MEI-hosted events and lectures and wrote policy briefs summarizing these conversations for publication and dissemination.

A number of MEI interns have stayed on or returned to the Washington, DC area to establish their careers, having developed contacts during their tenure at MEI. Our intern alumni occupy positions in Congress, the State and Defense Departments, academia, advocacy, think tanks, and in the corporate world.

INTERN DEVELOPMENT SERIES

Established in 2003, the Intern Development Series (IDS) is a vital part of the internship experience at MEI. The IDS consists of lectures given by MEI staff and outside Middle East experts to our interns, and reflects the Institute's mission to promote better understanding of the Middle East. The IDS also serves to prepare the next generation of leaders by giving interns a window into the variety of professional opportunities available to them. Interns play an active role in the series by suggesting topics for discussion and assembling background reading. In 2006 the IDS took interns to the Brookings Institution, *National Geographic*, the Islamic Center, the Washington office of Radio Free Europe, the Arab-American Anti Discrimination Committee, and the corporate office of Boeing. Interns also met with intelligence experts, academics, NGOs, and professionals from the State and Defense Departments.

Public Policy Center

MEI's Public Policy Center continued to be a core strength of the Institute's face to the world in 2006. MEI scholars are much in demand to sort out the complex and often-contradictory issues facing the Middle East today. MEI's 29 scholars have well-established reputations for honest, balanced assessments.

Throughout the year, MEI scholars provided more than 20 op-eds that were published in leading US newspapers, such as the *Baltimore Sun*, *Boston Globe*, *Forward*, *Houston Chronicle*, *International Herald Tribune*, *Miami Herald*, *Newark Star Ledger*, *San Diego Union*, *Salt Lake City Tribune*, *Atlanta Journal-Constitution*, McClatchy News chain, and the *Washington Examiner*. They contributed 35 *Perspectives* that are accessible on the website for public reference.

In 2006, Adjunct Scholar Andrea Rugh authored *The Political Culture of Leadership in the United Arab Emirates* and Language Department Chair Shukri Abed wrote *Focus on Contemporary Arabic: Conversations with Na-*

tive Speakers. Several MEI analysts also provided chapters for scholarly journals and university reviews.

MEI senior staff and scholars had a large number of speaking engagements, lectures, and briefings with local media across the United States, Canada, and Europe — including California, Florida, Kansas, Maryland, Massachusetts, Michigan, New York, Virginia, Wisconsin, Britain, and Italy. Several also traveled to the Middle East, from Afghanistan to Morocco, to participate in conferences and met with key regional officials. Host institutions or sponsors covered nearly all of the travel expenses.

MEI Vice President David Mack, Adjunct Scholar Wayne White, and other MEI members also were called upon to lend their expertise to the Congressionally-mandated Iraq Study Group's effort to examine alternative strategies for resolving the Iraqi conflict. Ambassador Mack, former MEI President Edward S. Walker, and other MEI scholars also testified and briefed Congressional members and staffers on a variety of Middle East issues and countries, including Iraq, Libya, the UAE, and Oman.

The most recent additions to the Public Policy Center include Roby Barrett, an adjunct professor at Texas A&M and President of C.COMM consulting firm. He has also taught at Northern Virginia Community College and served in the Foreign Service from 1978–1984, focusing on the Middle East. Mishkat Al-Moumin is a former law professor at Baghdad University and Environment Minister in the 2004-2005 Iraq government. She has set up Iraqi NGOs dealing with women's rights and the environmental concerns of marshlands. Abdallah Schleiffer will join the ranks of adjunct scholars after completing his assignment as Washington Bureau Chief for Al Arabiya TV. He formerly ran and taught at the communications department of the American University of Cairo after three decades working in the Middle East for US media.

MEI adjunct scholar Mohamed Khalil returned to Khartoum, Sudan in 2006 to resume a law practice and provide support for a new political party being formed there. He also contributed to successful efforts to gain the release of a *National Geographic* reporter.

Communications

MEI's reputation for reliable and balanced analysis and commentary on news developments in the Middle East steadily grows. MEI fielded more than 3,000 media inquiries on a wide range of issues during 2006. More than 700 inquiries came from publications or broadcasters from the Middle East, Europe, Canada, Asia, and Latin America. The 24/7 availability of the Communications Department to field media queries and coordinate expert responses has been key to tapping into MEI's reservoir of experience.

MEI was cited in more than 2,000 articles in the print media, including the leading US, European, and regional newspapers. During the Lebanon-Israel crisis in July and August, for example, MEI analysts were able to reach a global readership of over 66 million. MEI received more than 300 media queries that resulted in over 350 newspaper citations and television and radio interviews during the conflict.

MEI scholars also have appeared in a variety of domestic and international television, radio, print and internet outlets, including Al Jazeera, Al Arabiya, *Al Hayat*, *An Nahar*, Associated Press, BBC, CBC, CNN, *Boston Globe*, *Chicago Tribune*, *Daily Star*, *Financial Times*, Fox News, *New York Times*, *Newsweek*, NPR, Reuters, *Time*, Voice of America, *Washington Post*, and *Zaman*. MEI also has been cited in a host of smaller papers throughout the US that rely on AP, McClatchy news service, Reuters, Agence France-Presse, and UPI news agencies where we have good working relationships.

MEI worked with broadcast conglomerates that put together news packets and shared them with their local affiliates, providing smaller markets with in-depth analyses. BBC contacted MEI more than 200 times during the year for commentary and analysis. CNN was a close second. We also have developed a close working relationship with Al Jazeera (both Arabic and English channels) and Al Arabiya TV.

MEI cultivated C-SPAN coverage of MEI events, which resulted in national exposure for several MEI programs. A special program on peacekeeping in Lebanon, which featured Vice President David Mack and Adjunct Scholar Arthur Hughes, was carried on C-SPAN and repeated several times, as was an MEI panel on the results of the Iraq Study Group. C-SPAN also broadcast the opening day of MEI's 60th Annual Conference. AP-TV covered both days of the conference to use excerpts in reports for its US and Middle East clients.

To celebrate MEI's 60th anniversary, the Communications Department developed a slideshow presentation for the Annual Conference using historic photos and commentaries by MEI scholars to highlight the most significant

events and personalities of the Middle East during the past six decades.

The Communications Department regularly sends out emails to the 1,500 journalists, embassy staff, and other professionals subscribing to our list-serve with up-to-date information about MEI events, recent *Perspectives*, transcripts, manuscripts, and other relevant news.

Our “Resource Alerts,” which are sent to journalists during breaking news events, continue to get very positive feedback. This service provides journalists on deadline with a list of appropriate MEI scholars who can respond to their needs.

MEI continued its effort to reach “beyond the beltway” within our limited financial resources by rapid email transmission of Policy Briefs summarizing public programs at MEI and by promoting its video conference capabilities. We have targeted US universities, World Affairs councils, and Middle East venues in a cost-effective way. Trial links with the University of Texas and Portland State University proved successful.

The MEI website is a “go to” source for many users around the world. Communications and Outreach worked closely with MEI’s IT staff to prepare for updating and improving the website. The Boardman room’s audio capability has been improved both for sound and recording of events to be used later for podcasting, a potential additional source of revenue.

To better promote the library and our scholars at MEI events, we initiated the practice of providing selected reading lists based on Library holdings and CDs of past *MEJ* articles (for sale) as well as pertinent scholar perspectives on subjects covered in the lectures. This has encouraged attendees to visit the library and consider membership to take advantage of all that MEI has to offer.

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December 31, 2006 and 2005

	2006	2005
ASSETS		
Current Assets		
Cash and cash equivalent	\$1,288,637	\$914,573
Accounts receivable	18,290	4,632
Prepaid expenses	58,686	57,896
Certificates of deposit	101,804	206,930
Total Current Assets	1,467,417	1,184,031
Property and Equipment		
Buildings and improvement	1,123,136	1,121,432
Office equipment and furniture	466,274	403,670
Land	334,115	334,115
Total Cost	1,923,525	1,859,217
Accumulated Depreciation	(1,118,429)	(994,658)
Net Property and Equipment	805,096	864,559
Other Assets		
Investments	2,005,165	1,761,152
Total Assets	\$4,277,678	\$3,809,742
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts payable and accrued expenses	\$127,732	\$57,138
Deferred revenue	152,044	137,211
Total Liabilities	279,776	194,349
Net Assets		
Unrestricted net assets	3,761,385	3,469,941
Temporarily restricted net assets	236,517	145,452
Total Net Assets	3,997,902	3,615,393
Total Liabilities and Net Assets	\$4,277,678	\$3,809,742

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