

MERIDIAN INTERNATIONAL CENTER

REPORT



LEADERS PARTICIPATED IN MERIDIAN'S LEADERSHIP EXCHANGES, FORUMS, CULTURAL DIPLOMACY INITIATIVES, AND TRAINING PROJECTS



COUNTRIES REPRESENTED IN MERIDIAN PROJECTS



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

ABOUT MERIDIAN

ADVANCING EFFECTIVE GLOBAL LEADERSHIP SINCE 1960

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.

SINCE 1960, WE HAVE PARTNERED WITH THE U.S. DEPARTMENT OF STATE TO IMPLEMENT THE INTERNATIONAL VISITOR LEADERSHIP PROGRAM, WHICH HAS WELCOMED AND TRAINED:



Henry Collins

Gretchen Ehle

Theresa Furman

Terry K. Harvey

Frank Justice

Amy Selco

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Vice President, Development

Vice President and Deputy, Professional Exchanges Division

Vice President, GlobalConnect Division

Vice President, Finance and Accounting

Vice President, Meridian Center for Cultural Diplomacy

OUR LEADERSHIP

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Lee Satterfield Executive Vice President and Chief Operating Officer

Susan Cabiati Senior Vice President, Professional Exchanges Division

Bonnie Glick Senior Vice President, GlobalConnect Division

Dr. Myra Best Vice President of Administration, Professional Exchanges Division

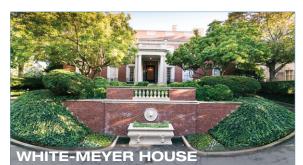
Kelly Campagne Vice President, Human Resources and Administration

OUR CAMPUS

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.

MERIDIAN HOUSE

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



TRILATERAL TRAINING PROGRAM FOR AFGHAN DIPLOMATS



CULTURAL AND ECONOMIC DEVELOPMENT DELEGATION TO CUBA



BUILDING A 21ST CENTURY DIGITAL GOVERNMENT

LEADERSHIP MESSAGE

DEAR MERIDIAN FRIENDS,

In an environment rife with polarization and conflict, we all must work harder than ever to collaborate for solutions to global challenges. To this end, Meridian is advancing cross-sector leadership, diplomacy, and mutual understanding every day, in every corner of the world. Meridian offers an unparalled platform to advance public and cultural diplomacy initiatives. Through exchange, training, cultural, and convening programs, Meridian utilizes an integrated approach to strengthen U.S. engagement with the world to expand economic development opportunities, protect national and international security interests, and prepare leaders for a complex global future.

For example, 2016 was the year of exploration into U.S.-Cuba Relations as diplomatic tensions between our countries began to thaw. While many were questioning what government policy shifts meant. Meridian launched an integrated approach to bilateral relations.

First, Meridian's Center for Cultural Diplomacy sent Michelle Angela Ortiz, a visual artist and community arts educator, to the island on an exchange to work with the local community on creating a mural in the Regla neighborhood outside Havana. Bringing together artists, students, and other community members, the mural served as a call to action for community inclusivity and local pride. Then, Meridian led a high-level Cultural and Economic Development Delegation on a mission to explore Cuban culture, architectural heritage, politics, and spirit. And finally, Meridian's inaugural Cultural Diplomacy Forum on Cuba brought Cuban culture, society, historic preservation, and economic opportunities to DC leaders. The Forum, attended by over 100 cross-sector leaders featured keynote remarks from H.E. José Ramón Cabañas Rodríguez, Ambassador of Cuba to the U.S., and Ben Rhodes, then Deputy National Security Advisor for Strategic Communications. Together, these programs welcomed a new chapter of U.S.-Cuban relations focused on economic networks and cultural ties by leveraging Meridian's public and cultural diplomacy tools.

Entrepreneurship training continues to be a cornerstone of our work, as a critical tool for empowering women, developing youth, creating sustainable jobs, and promoting wealth and prosperity for all. Meridian launched the inaugural cohort of the Young Leaders of the Americas Initiative (YLAI). Two hundred fifty young technology and social entrepreneurs utilized Meridian's entrepreneurship framework, leadership development curriculum, and month-long mentorships with U.S. counterparts to strengthen and scale their ventures. Through programs like these, Meridian provides emerging leaders with the know-how, resources, and invaluable networks to succeed.

In October, Meridian launched the Digital Finance Future: Inclusive and Global Economic Growth Initiative, which convened the diplomatic corps, members of the media, and other influencers with information and resources about the opportunities for digital financial services to alleviate poverty around the world. A series of intimate roundtables explored regulatory frameworks, cultural barriers, costs, risks, and benefits of digital financial services, Building on these roundtables, a working group of international leaders will continue the in-depth dive into this subject matter and carry forward policy solutions. Meridian is using its neutral platform and historic campus to convene with a purpose and drive towards tangible conclusions.

In the pages that follow, you will learn more about the impact and outcomes of Meridian's innovative exchange, cultural, training, and convening programs for emerging and established leaders around the world. In 2016, our team had many great successes. But, as proud as we are of our work, none of it would have been possible without the sustained dedication of our partners and supporters. Now more than ever, we must come together as a global community to advance effective leadership for a more secure and prosperous world. Thank you for your support and commitment to our mission. We look forward to all we can accomplish together this coming year.

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



Secretary Carlos M. Gutierrez Chairman



Ambassador Stuart W. Holliday President & CEO

Strant Holliday

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HONORING THE 2016 TRAFFICKING IN PERSONS (TIP) HEROES

167

COUNTRIES

For the TIP Heroes International Visitor Leadership Program (IVLP) project, Meridian hosted 9 men and women whose tireless efforts have made a lasting impact on the global fight against modern slavery. Recognized by U.S. Secretary of State John Kerry at a dinner co-hosted by Meridian, the participants were awarded for their work to fight human trafficking while raising awareness about ongoing criminal practices and human rights violations. During their U.S. visit, the Heroes met with high-level officials in Washington, D.C., and explored social services offered to victims of trafficking and the role of multi-agency, public-private task forces in New York.

2016 HIGHLIGHTS: EXCHANGES

1,394

GLOBAL LEADERS

COMBATTING VIOLENT

As part of the Strong Cities: Building Community Resilience to Radicalization and Violent Extremism IVLP project, Meridian hosted 19 city leaders and community organizers dedicated to addressing the root causes of violent extremism in their home countries. The group met with representatives from the U.S. Institute of Peace, the Department of Homeland Security, and George Washington University to discuss U.S.-led efforts to foster collaboration among nations. During a volunteer event with Washington Parks and People, participants got a chance to experience projects designed to engage at-risk youth in community service.

Strong Cities is part of a new global approach to work in partnerships to counter violent extremism in all forms. It is time to work with a common purpose to enable and empower our local communities across the globe.

> Danielle Corfield, Birmingham, U.K. #StrongCities



EXAMINING NEW AND TRADITIONAL MEDIA IN THE DIGITAL AGE

For the 11th anniversary of the Edward R. Murrow Program for Journalists, Meridian hosted 82 media professionals from 71 countries. These IVLP participants examined the rights and responsibilities of a free press in a democracy while observing institutions and operational practices. Participants gained first-hand insight through professional development seminars, as well as meetings with top leaders, including: U.S. Secretary of State John Kerry, Washington Post journalist Bob Woodward, and representatives from the Poynter Institute and US CENTCOM in Tampa, Florida.

🕑 @JohnKerry

Very pleased to meet this year's #IVLPMurrow journalists. A free press remains critical to an informed citizenry and good governance.

EMPOWERING WOMEN ENTREPRENEURS FROM AFRICA

186

PROJECTS

Meridian welcomed 36 women entrepreneurs from 31 African nations as part of the Department of State's African Women's Entrepreneurship Program (AWEP). With expertise in the areas of agriculture, fashion, and home goods production, these talented entrepreneurs traveled to the U.S. under the auspices of the IVLP to promote their companies and create partnerships with key individuals and organizations. Highlights included a dialogue with actor and playwright Regina Taylor; meetings with civil-society organizations such as Teach for America; and site visits to woman-owned companies like wholesale florist Luxe Bloom and public relations firm the Tallulah Group. While visiting Washington, they were honored by U.S. Secretary of State John Kerry, and participated in the grand opening of the National Museum of African American History and Culture.

🥑 @muneneanny

Africa leads the world in the number of female entrepreneurs. -CNN. The future of Africa depends on female entrepreneurs #awep2016

ENGAGING COMMUNITIES AROUND THE WORLD THROUGH MURAL ARTS

More than 150,000 people participated in murals arts programs in Brazil, Cuba, the Dominican Republic, India, and Turkey.

In 2016, the Meridian Center for Cultural Diplomacy expanded its mural arts program to 5 additional countries. Meridian partnered with the U.S. Department of State to send American muralists to collaborate with local communities in Brazil, Cuba, India, and Turkey. In addition, Philadelphia-based artist Paul Santoleri visited two cities in the Dominican Republic as part of a program with the U.S. Embassy in Santo Domingo. The programs use the mural arts to engage youth, artists, and underserved communities by addressing local issues, such as youth empowerment and social inclusion.

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2016 HIGHLIGHTS: CULTURE



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INCREASING UNDERSTANDING BETWEEN THE U.S. AND UAE

More than 2,400 people in Chicago, Illinois, and Lexington, Kentucky, experienced *Past Forward*, on the final stops of its 18-month tour.

Audiences and high-level delegations in Chicago and Lexington came out to experience 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 more than 50 paintings, photographs, sculptures, video installations, and other media by 25 Emirati artists A total of 19 public programs including artists. A total of 19 public programs, including panels and artist-led workshops, complemented

C Past Forward presents the country's best contemporary artists, and how the country modern, open and tolerant

H.E. Yousef Al Otaiba.



DISCOVERING THE WORLD THROUGH FILM

Meridian hosted two screenings as part of its CultuREEL film series. Image Nation Abu Dhabi, and the Embassy of the United Arab Emirates joined Meridian to screen the documentary *As One: The Autism Project*. The film highlights the children, parents, and teachers involved in The Autism Project – a theatrical and musical program designed for children on the autism spectrum throughout the UAE. A panel discussion followed, featuring the film's producer, Danielle Perissi.

Meridian also partnered with the U.S.-China Education Trust to screen *Mr. Deng Goes to Washington.* The film recounts Chinese Vice Premier Deng Xiaoping's official 1979 visit to the U.S. shortly after the two countries established full diplomatic relations. H.E. Cui Tiankai, Ambassador of the People's Republic of China, Dr. Zbigniew Brzezinski, former National Security Advisor to President Jimmy Carter, the film's director Fu Hongxing, and former UN Under-Secretary-General for Political Affairs, B. Lynn Pascoe, participated in pre- and post-screening discussions.

FOSTERING BILATERAL **RELATIONS BETWEEN THE U.S. AND CHINA**

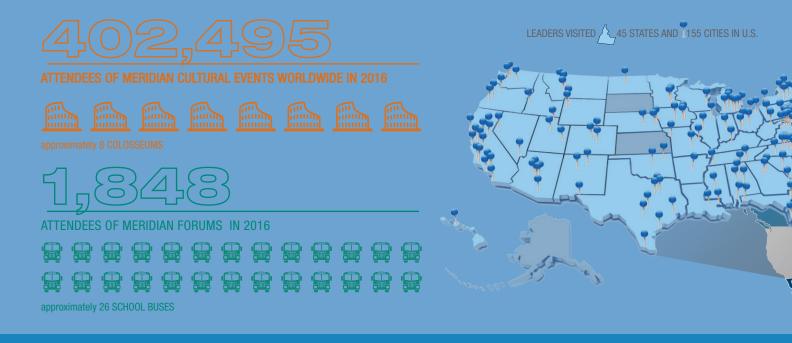
More than 250,000 people attended *Path to Harmony* on its 5-city tour throughout China.

China, 1784-1979 chronicles the longstanding relationship between the U.S. and China. telling the story of the merchants, immigrants, entrepreneurs, diplomats, explorers, and students who forged the friendship between these two countries. Meridian curated *Path to Harmony* for the U.S. Embassy in Beijing. The exhibition was co-curated by Dr. Raymond Lum, former Librarian for Western Languages at the Harvard-Yenching Library.

[The photographs] remind forward to the many special times and photos to come.

> Joseph Zadrozny, U.S. Consul General

MERIDIAN IMPACT 2016



2016 FINANCIAL REPORT

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

September 30, 2016

ASSETS

TOTAL ASSETS	\$ 18,396,700
Property and equipment, net	\$ 5,040,796
Property held for sale	\$ 1,055,937
Investments	\$ 6,612,137
Prepaid expenses	\$ 701 ,664
Pledges receivable, net	\$ 477,332
Accounts receivable - grants and other, net	\$ 2,807,737
Cash and cash equivalents	\$ 1,701,097

LIABILITIES AND NET ASSETS

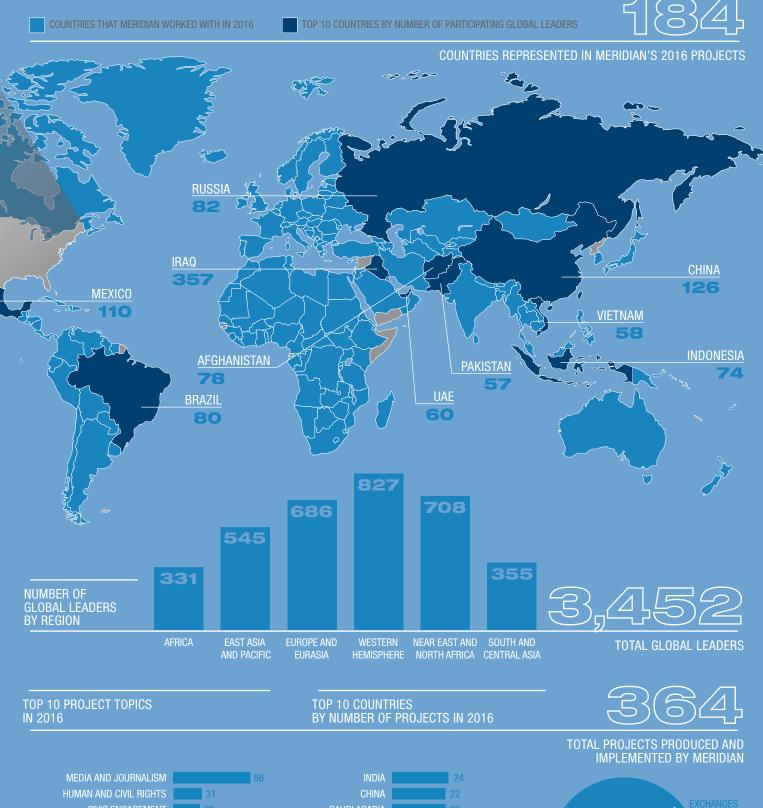
Liabilities	
Line-of-credit	\$ 750,000
Term loan	\$ 2,972,737
Accounts payable	\$ 1,058,980
Accrued expenses	\$ 1,947,911
Capital leases	\$ 84,014
Deferred revenue	\$ 2,718,596
Deferred revenue - parking lot sale	\$ 2,250,000
Total Liabilities	\$ 11,782,238
Net Assets	
Unrestricted	\$ 5,629,223
Temporarily restricted	\$ 301,632
Permanently restricted	\$ 683,607
Total Net Assets	\$ 6,614,462
TOTAL LIABILITIES AND NET ASSETS	\$ 18,396,700

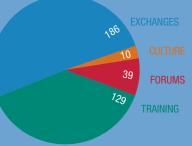
CONSOLIDATED STATEMENT OF ACTIVITIES AND CHANGE IN NET ASSETS

Year ended September 30, 2016

REVENUES	
Grants and contracts	\$ 31,610,303
Contributions	\$ 1,148,242
Event income	\$ 807,996
Other activities	\$ 1,039,790
Investment income	\$ 352,742
Corporate & other councils	\$ 408,832
Other	\$ 7,821
TOTAL REVENUES AND INVESTMENT INCOME	\$ 35,375,726
EXPENSES	
Direct program expenses	\$ 28,788,514
Development	\$ 918,960
Support Services:	
Maintenance and operations	\$ 2,064,880
General and administrative	\$ 3,008,304
TOTAL EXPENSES	\$ 34,780,658
CHANGE IN NET ASSETS	\$ 595,068
NET ASSETS beginning of year	\$ 6,019,394

NET ASSETS end of year	\$ 6,614,462







MEDIA AND JOURNALISM	
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RESTORING CONFIDENCE IN LEADERS AND INSTITUTIONS

The 5th Annual Meridian Global Leadership Summit brought together over 150 public- and private-sector leaders to explore methods to restore confidence in leaders and institutions at a time of a rise in populism. Meridian's partnership with Gallup on the Global Leadership Project continued at the Summit, where Managing Director of Gallup Global Analytics, Jon Clifton, revealed the latest data on how people worldwide perceive leading nations such as Germany, China, and the U.S.

Featured Speakers: Burson-Marsteller CEO Don Baer; U.S. Ambassador to the U.K. Matthew Barzun; Ambassador of Afghanistan H.E. Hamdullah Mohib; Ambassador of the Republic of Panama H.E. Emanuel Gonzalez-Revilla; and Former Undersecretary of State for Political Affairs Hon. Wendy Sherman.

2016 HIGHLIGHTS: FORUMS

Joyce N. Boghosian

COUNTRIES

123

286 GLOBAL LEADERS

ATTENDEES

1,343

PROJECTS

EXPLORING CUBA'S CULTURE

In 2016, Meridian's annual Cultural Diplomacy Forum focused on Cuba. The program featured 25 speakers and a reception that showcased Meridian's multifaceted approach to cultural diplomacy with Cuban food, dance, and music. The panels focused on several timely and relevant subjects, including: economic development and entrepreneurship; balancing economic growth opportunities with cultural heritage and preservation; and cultural and educational exchanges that showcase life and society in Cuba.

Featured Speakers: Cuban Ambassador H.E. José Ramon Cabañas; former U.S. Secretary of Commerce and Chairman of Meridian's Board of Trustees, Carlos M. Gutierrez; former Artistic Director of the Washington Ballet, Septime Webre; Congressman Tom Emmer (R-MN); visual artist and community arts educator, Michelle Angela Ortiz; and Deputy National Security Advisor Ben Rhodes.



Iransportation, Irade and Security summit, co-hosted by Meridian and Squire Patton Boggs, brought together international business leaders, U.S. government officials, public-policy experts, and the diplomatic community to discuss developments in the transportation, trade, and security sectors. More than 25 panelists shared their perspectives on the challenges created by the exponential growth of global trade.

Featured Speakers: Colombian Ambassador H.E. Juan Carlos Pinzón; former U.S. Secretary of Transportation, Rodney Slater; U.S. Department of Transportation Assistant Secretary for Research and Technology, Gregory D. Winfree; and ITS America President and CEO Regina Hopper.

G We at Squire Patton Boggs appreciate partnering with Meridian, an organization that has a reputation for being a visionary on international issues.

> Hon. Rodney E. Slater, U.S. Secretary of Transportation (1997-2001)

CONVENING LEADERS TO EXAMINE GLOBAL CHALLENGES

High-level officials from the corporate, diplomatic, and government sectors attended Meridian's Global Dialogue Series to examine key policy challenges facing their countries. These off-the-record conversations featured the Prime Minister of Timor-Leste, Danish Ambassador H.E. Lars Gert Lose, a delegation of senior women government leaders from 11 African nations, and executives from BP. Dialogue topics included governance, energy, trade, combatting ISIS, the refugee crisis, and U.S. News & World Report's Best Countries initiative.

🕑 @DKambUSA

Thank you @MeridianIntl for a great dinner and good discussions on #NordicUSAsummit, trade, US elections and more

PREPARING THE NEXT GENERATION OF LEADERS FROM THE AMERICAS

In partnership with the U.S. Department of State, Meridian continued its work on the Young Leaders of the Americas Initiative (YLAI) Professional Fellows Program. YLAI provides entrepreneurs and civil society leaders the tools to launch and advance their entrepreneurial ideas while contributing to social and economic development in their communities. In 2016, 248 YLAI Professional Fellows from Latin America and the Caribbean participated in fellowships at NGOs and businesses across the U.S. The Fellows developed action-plans to improve their businesses and built networks and partnerships to attract support for their entrepreneurial ventures.

2016 HIGHLIGHTS: TRAINING

148

COUNTRIES

1,757 GLOBAL LEADERS

BRINGING U.S. AND UAE LEADERS TOGETHER

A delegation of 22 government officials from the United Arab Emirates took part in the U.S. – UAE Hazardous Materials Management Educational Exchange Mission, designed to examine best practices in hazardous materials and waste collection, transportation, treatment, and management. Meetings with officials from the EPA, FEMA, Department of Homeland Security, U.S. Coast Guard, National Response Center, Department of Transportation, and the FBI, as well as with local officials and NGOs, provided an in-depth look at how the U.S. deals with hazardous materials on a national and local level.

Program Impact: Immediately following their U.S. visit, the delegation presented its recommendations for a new national hazardous materials management policy to the UAE Executive Council.

DEVELOPING U.S.-CHINESE PARTNERSHIPS IN HEALTHCARE

In partnership with U.S. Trade and Development Agency, the China Executive Healthcare Leadership Training Program brought a delegation of 56 officials from the Ministry of Health of the People's Republic of China to the U.S. The program familiarized the delegates with U.S. policies, technologies, and standards to help them better meet China's development and modernization needs while enhancing patients' access to healthcare services in China. They also met with U.S. companies and government officials to develop future partnership opportunities and discuss new advances in medical technology and health system administration.

Program Highlights: Two cohorts took part in trainings at Columbia University, the University of Chicago, and the University of Pittsburgh Medical Center and met with USTDA Director Lee Zak.

🕑 @USTDA

China healthcare execs get training from @ColumbiaMSPH Prof Thurman during a USTDA Leadership Program @MeridianIntl

EMPOWERING GIRLS TO LEARN

1/29)

PROJECTS

Meridian partnered with the U.S. Department of State to implement the U.S. exchange of the Let Girls Learn Initiative. The initiative, launched by President Barack Obama and First Lady Michelle Obama in 2015, addresses the range of challenges preventing adolescent girls from attaining a quality education. The participants, 44 young women from Morocco and Liberia, examined challenges for improving girls' access to education at an International Day of the Girl dialogue event; shared stories with a diverse group of American girls in a "Chat and Chai" event organized by the Peace Corps; enjoyed a pre-opening tour at the National Museum of African American History; attended briefings at the U.S. Department of State; and met with college students to discuss education in the U.S.

Photo courtesy of the White House

Program Highlight: The girls were invited by First Lady Michelle Obama to the White House for a special screening of *We Will Rise: Michelle Obama's Mission to Educate Girls Around the World* with U.S. Ambassador to the UN Susan Rice, actresses Meryl Streep and Frida Pinto, and CNN journalist Isha Sesay.

Every country's development is measured by the extent of women's participation in it.

First Lady Michelle Obama

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\$100,000+

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\$50,000 - \$99,000

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Youngkin

\$1,000 - \$4,999

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** Indicates members of the National Arts Council 🕴 * Indicates portion of donation is an in-kind contribution.

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01.01.2016 - 12.31.2016

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\$500 - \$999

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The Meridian Global Leadership Council is a network of individuals who support Meridian's commitment to strengthening U.S. engagement with the world; providing neutral forums for international dialogue and collaboration; and preparing public and private sector leaders for a complex global future. Council members engage in Meridian's year-round programming to create a more stable, peaceful, and prosperous world.



MERIDIAN CORPORATE COUNCIL

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In 2016, 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.



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



AT&T hosted the Ambassador of Brazil, H.E. Luiz Alberto Figueiredo Machadoto, to discuss the business climate and relevant opportunities for foreign direct investment in Brazil.

Akin Gump

Akin Gump hosted the Ambassador of the Netherlands, H.E. Hendrick Jan Jurrian Schuwer, to examine U.S.-Dutch bilateral relations and reflect on the Netherland's current presidency of the E.U.



At the Corporate Council's Annual meeting, EXIM Bank Chairman and President Fred Hochberg remarked on the state of global trade and the current investment and business climate.



48TH ANNUAL MERIDIAN BALL

MERIDIAN.ORG/BALL

In October 2016, more than 800 senior officials and executives from multinational corporations, U.S. government, the diplomatic community, and media gathered at the 48th Annual Meridian Ball to celebrate Meridian's work of preparing the next generation of effective global leaders. The Ball enjoyed sold-out attendance and proved, once again, to be one of Washington's most celebrated events.

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