



2025 Annual Report

Advancing American Diplomacy & Leadership

Business | Culture & Sports | Tech & Innovation | State & Local

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Empowering Leaders to Advance The Next Era of Diplomacy

Founded in 1960, Meridian International Center is a nonpartisan center for diplomacy empowering leaders to advance the next era of diplomacy for a better, shared future.

Diplomacy is no longer the domain of governments alone. Progress now depends on leaders across business, science and technology, culture, sports, civil society, and beyond—those with the influence, insight, and conviction to engage across borders and perspectives.

Our historic campus in Washington, DC, has long been a place that fosters trust and brings together different perspectives in pursuit of shared aspirations. Today, by investing in people and working with them to drive solutions to shared issues, our impact is reflected in our three strategic priority areas:

Geopolitical Resilience

Preparing leaders to navigate a complex global future

- Leaders are empowered to make smarter policy and business decisions through sharper global insights
- Organizations are able to thrive in an unpredictable world by adapting faster and staying ahead of geopolitical shifts
- We equip thousands of emerging leaders with resources, skills, and insights with 96% reporting

increased readiness to operate in diplomatic environments

U.S. Competitiveness

Advancing economic interests and sustainable development

- Resources for companies to unlock new markets and solutions for trade, supply chains, regulatory issues, and beyond
- Greater coordination between the government and the private sector to power America's competitive edge and sustainable development
- Long-term partnerships and repeat exchanges that deepen trust and cooperation at individual and institutional levels

Alliances and Partnerships

Accelerating collaboration on challenges through international partnerships

- More resilient alliances to address shared challenges and counter the growing influence of authoritarian regimes
- Policies strengthened through diverse perspectives and the safeguarding of democratic principles
- Building bridges among governments, businesses, academia, and civil society across 80+ countries

8,600+
Global Program
Participants Annually

300+
Convening Programs
and Exchanges
Annually

180
Current and Former
Heads of State as
Alumni

140
Countries in Our
Global Network



Photo By Jess Latos

(From left to right) Jennifer Griffin of Fox News and Greg Myre of NPR in the Meridian Linden Grove.



Photo By Cemal Seker

Participants on the 2025 U.S.-Türkiye 360 Leadership Delegation.

Open Diplomacy Centers

For centuries, diplomacy was limited to a small group of officials working across governments. But today's challenges require a new approach. That's why Meridian is stepping up with a new framework: **Open Diplomacy**.

Like open-source software or blockchain, it is collaborative, resilient, and adaptable to geopolitical disruptions.

At its core is Meridian—a nexus connecting leaders across borders, sectors, and political divides with the insights, networks, and resources needed to solve problems no single government can tackle alone.

We work with high potential leaders from the following key sectors who are on the frontlines of tackling global issues:



Study of the U.S. Institutes for Global Student Leaders in Seattle, Washington.



Participants during the annual Corporate Diplomacy Global Leaders Program.



Meridian Center for Global Leadership

Shaping Tomorrow's Changemakers

Through exchanges, training, and cross-sector partnerships, the Center equips emerging and established leaders with the skills and networks to advance shared global priorities.



Meridian Center for Diplomatic Engagement

Advancing Our Diplomatic Reach

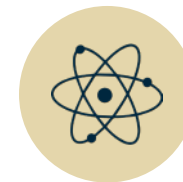
The Center convenes diplomats and U.S. public and private sector leaders in nonpartisan forums that strengthen relationships and drive solutions to today's most complex challenges.



Meridian Center for Corporate Diplomacy

Strengthening Economic Statecraft

The Center equips business leaders to navigate geopolitical risk, understand national priorities, and contribute to a more stable global economy—redefining the private sector's role as a core actor in international engagement.



Meridian Center for Technology, Innovation & Space

Securing Our Technological Edge

From AI and cybersecurity to energy and space cooperation, the Center convenes public and private leaders to shape global governance, build coalitions, and protect U.S. strategic interests in the technologies defining the future.



Meridian Center for Culture and Sports Diplomacy

Harnessing Our Soft Power

Mobilizing athletes, artists, and cultural leaders as frontline diplomats, the Center advances U.S. soft power through high-impact partnerships—particularly as the U.S. approaches the 250th anniversary and mega-decade of sports.



Meridian Center for State and Local Diplomacy

Connecting Local Leaders Globally

The Center empowers governors, mayors, and local officials to engage globally on trade, investment, energy, and technology—positioning subnational leaders as essential drivers of diplomacy and global cooperation.

Letter from Our Leadership

Dear Friends,

The past year has made one point unmistakably clear: global leadership no longer resides with governments alone. It demands the active engagement of leaders across sectors, industries, political perspectives, and borders—working in concert to confront challenges no nation can solve in isolation.

At Meridian, our vision is to strengthen American leadership and prosperity, and our mission is to empower leaders to advance the next era of diplomacy for a better future. We believe that the durability of American influence depends on a more expansive model of diplomacy—one that harnesses the ingenuity of the private sector, the creativity of the arts, the transformative power of scientific innovation, and the voices of communities across the country.

In 2025, we translated this vision into action by establishing three strategic centers tailored to meet the demands of this pivotal moment:

- **The Center for Culture and Sports Diplomacy**, which leverages the unifying power of cultural exchange and athletics to foster trust and mutual understanding both internationally and within American communities.
- **The Center for Technology, Innovation, and Space**, convening leaders to navigate the complex frontiers of artificial intelligence, cybersecurity, quantum computing, and space exploration—areas critical to maintaining American competitiveness and security.

- **The Center for State and Local Diplomacy**, empowering U.S. cities and states to address shared challenges—such as energy resilience and economic growth—on the global stage.

Over the past year, Meridian convened thousands of leaders from more than 80 countries across key American and global cities, catalyzing public-private partnerships that deliver tangible impact at home and abroad. From sports diplomacy initiatives that connect athletes across continents within our local communities, to high-level forums where technologists and policymakers shape the governance of emerging technologies, our work is designed to move from dialogue to durable outcomes—strengthening American communities while deepening international relationships.

None of this would be possible without the steadfast support of our Board, staff, donors, partners, and friends. Your commitment ensures that American values, creativity, and leadership remain a force for global peace and progress. We are grateful for your partnership and invite you to continue with us as we shape the next chapter of American leadership—building the relationships today that will define a more connected, resilient, and prosperous future.

With sincere gratitude,



David Bohigian
Chief Executive Officer



Photo By Jess Latos

Guests during our spring Welcome to Washington reception honoring newly-arrived Ambassadors.



Participants on the Meridian Partnership Mission to Saudi Arabia.

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Center for Global Leadership



Photo By Oskar Dap

Participants during the IVLP British American Parliamentary Group luncheon with members of the Meridian Corporate Council.



IVLP participants on Integrated Energy Planning for the Power and Petroleum Sectors.



IVLP participants visiting the NASA Vehicle Assembly Building in Cape Canaveral, Florida.



Airbnb met with the IVLP group on Rural Economic Opportunity Through Binational Tourism.



Meridian-Cox Foreign Service Fellowship for Emerging Leaders participants during breakouts.

In an era of complex global challenges, America's ability to lead depends on strong partnerships, informed diplomacy, and sustained people-to-people engagement. Federal agencies need trusted platforms not only to convene global leaders, but to facilitate meaningful exchanges that deepen understanding, build long-term relationships, and translate dialogue into action.

As a long-standing partner to the U.S. Department of State and other federal agencies, Meridian designs and delivers high-impact international exchanges, fellowships, and global dialogue forums that sit at the heart of American diplomacy. Through these exchanges, Meridian connects current and emerging leaders from around the world with their U.S. counterparts—fostering mutual understanding, sharing best practices, and advancing collaboration on critical global issues. These programs directly support U.S. foreign policy priorities while cultivating a global network of changemakers equipped to drive shared solutions long after the exchange experience ends.

Building Networks of Global Leaders

For over 60 years, Meridian's international exchange programs have served as a platform for leaders around the world to create a more secure prosperous world.

In 2025, Meridian welcomed over 1,700 participants from across the globe for the U.S. Department of State's International Visitor Leadership Program (IVLP) to develop lasting connections and address critical issues related to democracy, national security, and more.

British-American Parliamentary IVLP Group & U.S. Legislative System Exchanges

The British American Parliamentary Group facilitated exchanges between British parliamentarians and members of the U.S. Congress. In July, Meridian convened discussions to examine the future of the transatlantic relationship amid economic uncertainty and geopolitical change, focusing on trade, security, and emerging technologies. Topics included perspectives on post-Brexit economic realities, China's global influence, and the evolving defense landscape.

We the People: An IVLP Examination of the U.S. Constitution's Enduring Global Legacy

Over three weeks, twenty-five emerging leaders in law, policymaking, and scholarship explored the enduring global impact of the U.S. Constitution. Meridian introduced participants to constitutional experts to examine citizen engagement, federalism, and civic institutions, highlighting why the Constitution remains a model for democracy worldwide. By combining briefings and site visits, the program fostered cross-cultural

SHAPING THE FUTURE OF AMERICAN DIPLOMACY AND LEADERSHIP

dialogue and equipped participants to apply these lessons in their home countries.

IVLP's Tackling Cybercrimes: A Key to Modern Trade

Pakistani law enforcement officers and digital professionals participated in an 18-day exchange to explore cybersecurity policy, enforcement, and workforce development across four U.S. cities. Participants engaged with federal agencies, universities, and private sector experts to learn approaches for threat mitigation, digital forensics, and public-private coordination. The program built professional networks and provided actionable insights to strengthen Pakistan's digital infrastructure and cybercrime response capabilities.

Enabling Space Cooperation with Peru through IVLP

Meridian hosted Peruvian civil and military officials to the United States to explore American leadership in space innovation and foster bilateral collaboration. Participants engaged with U.S. government officials, private sector leaders, and research institutions including Space Florida, Astranis Space Technologies, and the Aerospace Corporation. The program highlighted the Artemis Accords' principles, showcased U.S. technical expertise, and facilitated knowledge sharing on workforce development, satellite systems, and aerospace research, strengthening Peru-U.S. partnerships while advancing global leadership in space.

Creative Collaborations through Cultural Exchange

Meridian bridges the creative economy with entrepreneurship, workforce development, and city partnerships—converting cultural exchange into measurable economic and civic returns.

Next Level Uruguay

Next Level Uruguay advanced cultural exchange as a pathway to entrepreneurship, workforce development, and community leadership by embedding American hip hop artists in Montevideo's local creative ecosystem. Through a two-week residency, U.S. artist-educators collaborated with Uruguayan musicians, dancers, and

cultural leaders on workshops spanning artistic practice, conflict transformation, and creative entrepreneurship. The program strengthened cross-border creative networks, fostered mutual understanding, and positioned hip hop as both a cultural bridge and an economic tool—demonstrating how grassroots collaboration can translate cultural exchange into durable civic and professional gains.

Connecting Communities Across Borders

By linking students, professionals, and civic leaders across borders, Meridian programs fostered mutual understanding and collaboration that strengthened communities both at home and abroad.

Study of the U.S. Institutes for Global Student Leaders

Study of the U.S. Institutes for Global Student Leaders (SUSI) connected undergraduate students from more than 20 countries with U.S. institutions, communities, and peers to deepen understanding of American society and democratic practices. Through academic coursework, civic engagement, and experiential learning, participants explored themes including entrepreneurship, religious freedom, natural resource management, and community problem-solving. The program strengthened cross-border networks and empowered emerging leaders to design and implement community action plans that translate U.S. models of civic participation into locally grounded initiatives at home.

Pan Africa Youth Leadership Program

The Pan Africa Youth Leadership Program (PAYLP) brought together secondary school students and educators from across Sub-Saharan Africa for an immersive exchange centered on leadership, service, and civic responsibility. Through homestays, school visits, community engagement, and interactive workshops, participants built lasting relationships with American peers and institutions while exploring democratic values, entrepreneurship, and community leadership. By fostering sustained people-to-people connections and supporting alumni-led projects, PAYLP strengthened youth-driven networks that continue to



Meridian-Cox Foreign Service Fellowship for Emerging Leaders participants during the DiplomacyRISE Networking Reception at Meridian House. Photo By Oskár Dap

advance mutual understanding and community impact across borders.

U.S. Congress – Republic of Korea State Assembly Exchange Program

Through this bilateral legislative exchange, emerging foreign policy professionals from the U.S. and the Republic of Korea (ROK) engaged directly with lawmakers, municipal leaders, and policy experts to deepen their understanding of each country's governance systems and strategic priorities. The program provided rising leaders with firsthand exposure to legislative processes, local government dynamics, and the evolving economic and security dimensions of the U.S.–ROK alliance. Meetings in Washington, DC, New Mexico, and Gyeongju—including an exchange with **Deputy Mayor Kim Ho-Jin** and members of the Gyeongju City Council ahead of the city's APEC

host year—reinforced the role of next-generation policymakers in sustaining a resilient, bilateral relationship.

Meridian Cox Foreign Service Fellowship for Emerging Leaders

Meridian, in partnership with the Una Chapman Cox Foundation and Community Colleges for International Development, hosted the 2025 Meridian-Cox Foreign Service Fellowship, bringing twenty undergraduate students from nine U.S. states to Washington, DC. The program provided intensive training and exposure to U.S. diplomacy, including workshops, site visits, and networking with senior Foreign Service practitioners. Fellows gained practical knowledge of career paths in international affairs while building lasting peer and professional networks, equipping them to pursue careers in the U.S. Foreign Service and contribute to advancing U.S. engagement globally.

“The future of U.S.-India space cooperation is incredibly promising. Both nations are at pivotal points in their space journeys . . . The IVLP experience has reinforced my belief that by aligning policies, leveraging commercial strengths, and fostering partnerships, we can unlock immense potential in the global space economy.”

- U.S. Department of State International Visitor Leadership Program (IVLP) Alumni



Photo by Jess Latos

Photo By Jess Latos

Meridian's 2025 Fall cohort of newly-arrived Ambassadors to DC during our biannual Welcome to Washington reception.

Center for Diplomatic Engagement

Foreign ambassadors in Washington play a pivotal role in shaping bilateral relationships, but navigating U.S. institutions, policy, and civil society can be challenging. Diplomats need trusted spaces to connect, learn, and lead effectively.

Meridian continues to serve as the premier platform for the diplomatic corps, offering a year-round calendar of briefings, receptions, and capacity-building sessions. By fostering mutual understanding and trusted relationships, we help ambassadors and embassy staff engage with confidence and clarity.

An Education and Networking Hub

Meridian helped Washington's diplomatic corps grasp the complexities of U.S. institutions, politics, and society. By offering resources and practical insights, we equip ambassadors and embassy staff to engage the nation's capital effectively.

Welcoming Newly Arrived Chiefs of Mission

Meridian's twice-yearly *Welcome to Washington* receptions—held in winter and fall—provide newly arrived Chiefs of Mission with an early, practical introduction to the people and institutions that shape Washington. In 2025, Meridian convened ambassadors at Meridian House in February and again

in September, creating space for peer connection and candid engagement with leaders from government, business, and the policy community. By grounding formal diplomatic roles in real-world networks and context, these gatherings help ambassadors navigate Washington's political and civic landscape with greater clarity, establish trusted relationships early in their tenure, and engage more effectively across sectors as they begin representing their countries in the United States.

A Deep Dive into Federalism

Through its winter and fall sessions, *Understanding Washington: A Deep Dive into Federalism* equips newly arrived diplomats with a practical understanding of how U.S. governance functions across federal, state, and local levels. Meridian convened diplomats from 20 embassies for an intensive discussion examining constitutional decentralization, separation of powers, and the real-world influence of subnational actors—paired with applied debate and peer exchange. Together, these programs helped members of the diplomatic corps move beyond theory, sharpen their institutional literacy, and engage Washington with greater confidence and strategic awareness.

Federal Energy Policy Overview

Meridian convened senior U.S. energy, economic,



Photo by Stephen Bobb

Photo By Oskar Dap

Assistant to the President and White House Deputy Chief of Staff James Blair and Meridian Board of Trustee Heather Nauert in conversation.



Participants on the Meridian Global Insights Delegation to India in front of the Taj Mahal.



Photo By Oskar Dap

(From left to right) Kellee Wicker, Vice President of the Center for Technology, Innovation, and Space at Meridian and The Honorable Sean Cairncross, U.S. National Cyber Director speak at the Meridian Summit.



Photo By Oskar Dap

Kellyanne Conway, former Senior Counselor to the President speaking at Meridian.

and foreign policy officials with diplomats and energy ministers for a *Diplocraft* briefing focused on federal energy policy and its global implications. The discussion examined the U.S. energy strategy—ranging from expanded production and regulatory reform to critical mineral security—while clarifying how federal agencies coordinate on LNG exports, nuclear energy, and infrastructure development amid rising AI-driven demand. By pairing policy detail with interagency perspectives, the briefing strengthened diplomats’ understanding of U.S. energy priorities and the trade offs shaping international energy cooperation.

Foreign Policy Briefing with U.S. Senate Committee on Foreign Relations

U.S. foreign policy is being reshaped by trade disruption, strategic competition, and growing pressure on alliances. Meridian brought together senior congressional staff, diplomats, and business leaders for a bipartisan briefing with the U.S. Senate Committee on Foreign Relations to examine how these forces are influencing policy decisions on Capitol Hill. The discussion provided direct insight into legislative priorities across security, economic statecraft, and global health, helping participants assess geopolitical risk and prepare for policy shifts. By convening leaders from both parties alongside international and private sector stakeholders, Meridian created a trusted forum for early insight into where U.S. strategy is headed—and how it will be shaped.

Promoting Cross-Sector Dialogue

In 2025, Meridian created opportunities for diplomats to build lasting relationships across government, business, and culture. These trusted networks opened doors for dialogue, enhanced cooperation, and amplified diplomatic impact.

Meridian Global Insights Mission to India

In February 2025, 21 Meridian delegates traveled to Delhi, Jodhpur, and Agra for Meridian’s annual Global Insights Mission, gaining firsthand insight into India’s evolving role on the global stage. The delegation engaged with senior political leaders, including **Shri**

Rahul Gandhi, Her Excellency Smriti Irani, Shri Manish Tewari, and former **Ambassadors Arun Singh and Navtej Sarna**, while exploring India’s democratic institutions at the Rashtrapati Bhavan and new Parliament House. Delegates also connected with alumni of Meridian’s exchange programs and participated in discussions on the future of AI in India, examining regulatory approaches, innovation, and ethical considerations with leaders from government, business, and civil society.

North Capital Meridian Diplomacy Forum

In partnership with the U.S.-Mexico Foundation and the Business Council of Canada, Meridian convened over 200 senior leaders from government, business, and civil society across the United States, Canada, and Mexico for the inaugural North Capital Meridian Diplomacy Forum. Held amid political transitions in all three countries, the Forum provided a platform for dialogue on the region’s most pressing challenges, including legislative, subnational, and economic diplomacy. Through 85 speakers, 15 sessions and two plenaries, participants engaged with policymakers, diplomats, and thought leaders, strengthening cross-border networks and producing the report, “Securing North America’s Future.”

The Meridian Summit: Shaping Geopolitical Futures

On October 24, 2025, the 14th Annual Meridian Summit convened over 250 leaders at the intersection of business, government, and diplomacy for a day of high-level discussion and networking. The Summit featured prominent speakers such as **Alaska Governor Mike Dunleavy, National Cyber Director Sean Cairncross, Rep. Ami Bera (CA-6), Ambassador of Norway Anniken Huitfeldt, Ambassador of the Philippines Jose Romualdez**, and **The Honorable Dina Powell McCormick**, among many others.

Strengthening Diplomatic Ties

Meridian provided policymakers and senior officials with timely insights from allies, diplomats, and business leaders. These forums helped decision-makers anticipate geopolitical risks, strengthen alliances, and align U.S. strategy with global realities.

Listening Session with NATO Ambassador Matthew G. Whitaker

Meridian convened ambassadors and deputy chiefs of mission from NATO member states for a closed-door listening session with **Ambassador Matthew G. Whitaker** ahead of his posting as U.S. Permanent Representative to NATO. The session created a timely forum for allied diplomats to share strategic priorities, regional concerns, and perspectives on the evolving security environment directly. By facilitating early, candid engagement between U.S. leadership and NATO allies, Meridian supported informed policy preparation at a critical moment of transition, reinforcing cohesion and strengthened mutual understanding.

Insights@Meridian with James Blair: White House Priorities on Trade, Security, and Global Engagement

Trade, economic resilience, and security considerations are increasingly shaping how the White House approaches global engagement. Meridian hosted Assistant to the President and White House Deputy Chief of Staff **James Blair** for a candid discussion on how the Administration is assessing geopolitical risk, industrial strategy, and U.S. leverage heading into a pivotal year. The conversation offered policymakers, diplomats, and private sector leaders direct insight into how trade policy, allied industrial coordination, and regional security—particularly in the Western Hemisphere are integrated into national strategy.

Fireside Chat: Insights with Kellyanne Conway

Midway through the administration’s first year, Meridian hosted a fireside conversation with former Senior Counselor to the President **Kellyanne Conway** on the political dynamics shaping Washington. The discussion touched on governance under narrow margins, trade policy, and the role of public-private alignment as the country looks toward the 2026 midterms. The setting allowed senior leaders from government, business, and media to engage candidly on how policy decisions are formed and carried forward—reinforcing informal connections that help bridge political divides and support practical dialogue across sectors.

893

Diplomats Participated in
Meridian Programs

173

Ambassadors Participated in
Meridian Programs

129

Embassies Participated in
Meridian Programs

Center for Corporate Diplomacy



Photo By Cemal Seker

Meridian's U.S. - Türkiye 360 Leadership Delegation members meeting with members of The Independent Industrialists and Businessmen's Association (MÜSİAD) in Istanbul.



Deborah Lehr, Vice Chair and Chair-Elect of the Meridian Board of Trustees, speaks at a roundtable during Meridian's Partnership Mission to Saudi Arabia.



Photo By John Harrington

The Honorable Jacob Helberg, Under Secretary of State for Economic Growth, Energy, and the Environment speaks at Meridian in partnership with General Catalyst Institute.



Photo By Jess Latos

Michael Jensen, Special Assistant to the President & Senior Director for Western Hemisphere Affairs, National Security Council during a Global Business Briefing.



Photo By Jess Latos

Her Excellency Kirsten Hillman, Ambassador of Canada to the U.S., convenes with members of the Meridian Corporate Council.

American investment is essential to global prosperity, but business leaders today face mounting global uncertainty. Decisions on supply chains, sustainability, and market entry are increasingly tied to foreign policy outcomes.

Through strategic convenings and executive-level briefings, Meridian equips the private sector with tools to navigate risk, build cross-border partnerships, and champion U.S. competitiveness.

Equipping Leaders to Navigate Global Markets

By bridging business, government, and diplomatic communities, Meridian programs prepared leaders to anticipate risk, respond to geopolitical disruption, and expand commercial influence internationally.

Meridian Corporate Council Working Groups

The Meridian Corporate Council Working Groups are tailored, facilitated groups that served as a resource to both the private sector and the Office of Commercial and Business Affairs at the State Department. Working group members developed a plan for how their office can help advance and support the shared U.S.-business priorities. In 2025, the Working Groups held several convenings with senior leaders, including **Audu Besmer**, Acting

Special Representative for Commercial and Business Affairs, and **Richard Goldberg**, senior advisor at the Foundation for Defense of Democracies and former White House National Security Council staff.

Congressional Leadership on Supply Chain Resilience

Meridian convened **Representatives Nicole Malliotakis (R-NY)** and **Brad Schneider (D-IL)** for a bipartisan discussion on the Medical Supply Chain Resiliency Act and the future of friend-shoring. The briefing outlined how durable legislative frameworks, allied production, and regulatory harmonization can reduce risk for U.S. companies while strengthening national and economic security.

Congress, Trade Authority, and the Future of U.S. Economic Statecraft

As the U.S. advances significant shifts in their trade policy, the Meridian Center for Corporate Diplomacy convened senior corporate and policy leaders for a dialogue with **Mayur Patel**, Chief International Trade Counsel (Majority Staff) for the U.S. Senate Committee on Finance. The discussion offered a timely assessment of how Congress intends to shape tariff authorities, oversee trade negotiations, and assert its role in economic statecraft amid rising geopolitical competition. Participants examined competitive pressures from the European Union's expansive free trade architecture,

the strategic importance of digital trade and intellectual property standards, and the upcoming review of the USMCA as a linchpin of North American supply chain resilience.

Global Business Briefing on U.S. Strategy in the Western Hemisphere with Michael Jensen

The Western Hemisphere has reemerged as a central arena for U.S. economic and security strategy. Meridian’s Corporate Council hosted **Michael Jensen** of the National Security Council for a candid briefing on the Administration’s approach to trade, investment, and competition across the region. Meridian examined efforts to counter predatory practices, strengthen regulatory environments for U.S. firms, and align economic tools with security priorities—from digital trade and critical minerals to cooperation with key partners such as Mexico, Brazil, and Colombia. It provided insight into how U.S. strategy in the hemisphere is being recalibrated and what that means for American businesses operating on the front lines of regional competition.

Advancing Diplomacy with The Honorable Jacob Helberg

Meridian hosted a reception bringing together senior U.S. government officials, members of the diplomatic corps, and private sector leaders for a focused conversation with **The Honorable Jacob Helberg**, U.S. Under Secretary of State for Economic Growth, Energy, and the Environment. The event, held in partnership

with the General Catalyst Institute, centered on how economic policy, emerging technology, and international engagement are shaping U.S. diplomacy.

Corporate Diplomacy Global Leaders Program

On September 9, 2025, Meridian hosted the Corporate Diplomacy Global Leaders Program, Washington’s premier executive training for senior business leaders. Participants engaged with policymakers, diplomats, and experts—including **Ambassador John Sullivan** and **The Honorable Francisco Sánchez**—through panels, simulations, and masterclasses on negotiation, trade, cultural fluency, and stakeholder management. The program equipped executives with practical tools to navigate geopolitics, strengthen government and community engagement, and advance corporate strategies on the global stage.

U.S.-Türkiye 360 Leadership Delegation

In June 2025, Meridian, in partnership with the Yunus Emre Institute, led a 15-member delegation of U.S. business, nonprofit, and policy leaders to Istanbul and Ankara, Türkiye. Participants met with government officials, corporate executives, and business associations to gain firsthand insights into the country’s political and economic landscape, explore investment and partnership opportunities, and strengthen bilateral networks. The program combined high-level meetings with cultural immersion, including visits to historic sites such as Sultanahmet, the Museum of Anatolian

Civilizations, and Anıtkabir, providing delegates with a comprehensive understanding of Türkiye’s regional significance.

Meridian Partnership Mission to Saudi Arabia

In December 2025, Meridian led a high-level delegation to Saudi Arabia, convening senior U.S. corporate leaders for an immersive program of government briefings, private-sector engagement, and cultural exploration. Delegates met with officials from the Ministries of Investment and Commerce, the U.S. Embassy in Riyadh, and Saudi business associations, visited innovation hubs like HUMAIN and heritage sites such as Diriyah and the Edge of the World. The mission offered participants firsthand insights into Vision 2030 priorities, emerging economic and technological opportunities, and strategies to strengthen long-term U.S.–Saudi commercial and diplomatic collaboration.

Informing Trade Strategy

By convening ambassadors, congressional leaders, and economic stakeholders, Meridian helped businesses navigate regulatory landscapes while influencing international economic agendas.

Argentina’s Economic Reset and U.S. Partnership

As Argentina advances fiscal discipline and structural reform, Meridian convened **Ambassador Alejandro Oxenford** and **Foreign Minister Pablo Quirno** to

examine a renewed economic partnership with the United States. The conversation explored investor confidence, democratic governance, and growth sectors including energy, mining, and the knowledge economy—signaling how policy stability and market openness can unlock deeper bilateral trade and investment.

Anchoring the EU–U.S. Trade Relationship

A Global Business Briefing with **EU Ambassador Jovita Neliupšienė** examined the transatlantic economy as the backbone of global trade. Participants discussed industrial tariffs, energy security, Buy America provisions, and regulatory alignment in digital and advanced technologies—providing insight into how Washington and Brussels are managing tension while preserving the world’s most integrated commercial relationship.

APEC in Motion: Shared Challenges and Collective Action in Korea’s Host Year

Meridian, in partnership with the National Center for APEC and Organon, convened diplomats, policymakers, and private sector leaders to examine the Republic of Korea’s priorities as host of APEC 2025 and explore opportunities for regional integration and economic growth. The discussion featured insights from **Ambassador Cho Hyung-dong**, **Dr. Richard Cantor**, and **Matt Murray**, with a panel moderated by **Monica Hardy Whaley**, including leaders from Organon, the Federation of Korean Industries, and Visa.





Center for Technology, Innovation & Space

The Diplomatic Skills Trainings for Emerging Scientists at the U.S. Department of State.



Photo By Oskar Dap

(From right to left) Michael Kratsios, Director of the Office of Science & Technology Policy with Kellee Wicker, Vice President of Meridian's Center for Technology, Innovation & Space.



Meridian Trustee and CEO of General Catalyst Institute Teresa Carlson helps launch Tech Labs at Meridian.



Photo By Jess Latos

A celebratory cake cutting concluded the Artemis Accords 5th Anniversary Celebration: Reflections and the Road Ahead, held at Meridian.



Photo By Jess Latos

(From left to right) His Excellency Nguyen Quoc Dzong, Ambassador of Vietnam with The Honorable Jon M. Huntsman, Jr. at a ASEAN focused Global Dialogue Dinner.

Emerging technologies are reshaping the global order, but governance hasn't caught up. The rapid rise of AI, cyber threats, and commercial space demands new diplomatic frameworks and multi-sector cooperation to ensure ethical innovation and strategic stability.

Through the launch of our new Center for Diplomacy in Technology, Innovation & Space, Meridian convenes policymakers, diplomats, and private sector leaders to shape forward-leaning policies and promote responsible tech development, keeping the U.S. at the forefront of global innovation and diplomacy.

Leading in Space Diplomacy

As nations and companies race to expand activity in orbit, Meridian fostered dialogue on governance, security, and collaboration in space. By convening leaders across sectors, we helped shape policies that keep space a domain of shared innovation and peaceful exploration.

The Meridian Space Diplomacy Initiative

Through Track 1.5 diplomacy, cross-sector convenings,

and professional exchanges, Meridian advances international norms, supports emerging spacefaring nations, and accelerates the global space economy for the U.S. and its allies. In 2025, the initiative advanced U.S. leadership in space through seven major programs, including the U.S.-Korea New Space Seminar, the 13th U.S.-EU Space Dialogue Commercial Session, and the Artemis Accords 5th Anniversary Celebration. These provided a platform for embassies without dedicated space officials, commercial space leaders, and allied nations to exchange knowledge, navigate regulatory frameworks, and build collaborative solutions to global space challenges.

Middle East-North Africa (MENA) Space Diplomacy Exchanges

Meridian, in partnership with the Aerospace Industries Association, Greater Houston Partnership, and Bay Area Houston Economic Partnership, hosted nine participants from Bahrain, Oman, and Egypt in Houston, Texas to expand international cooperation and advance space capabilities in the MENA region. Delegates gained firsthand exposure to the U.S. space ecosystem, a strengthened understanding of U.S. innovation models,

and fostered trust across academia, industry, and government, while laying the groundwork for continued regional collaboration.

Harnessing AI and Digital Innovation

AI and digital technologies are transforming economies and security worldwide. Meridian equipped policymakers and business leaders with the foresight to guide responsible innovation, ensuring the U.S. remains competitive while promoting ethical standards globally.

A Conversation on the AI Action Plan Launch

Meridian hosted **Michael Kratsios**, Director of the White House Office of Science & Technology Policy, in conversation with **Kellee Wicker**, Vice President of Meridian's Center for Technology, Innovation & Space, to examine the U.S. AI Action Plan. The discussion highlighted strategies to strengthen American technological leadership, promote international AI standards, and accelerate adoption in both public and private sectors, while also gaining insight into advancing research capacity, expanding global influence, and supporting AI governance initiatives.

Unlocking AI's Potential for SMEs

Meridian convened policymakers, technology experts, and business leaders to explore AI adoption by small and medium-sized enterprises (SMEs). The discussion underscored the need for scalable solutions, AI literacy, and integration into workflows while highlighting the value of including SMEs in policy dialogues. Special remarks were given by **The Honorable Sam Liccardo** (CA-16), **The Honorable Jennifer Bachus**, Acting Head of Bureau for the Bureau of Cyberspace and Digital Policy for the U.S. Department of State, and **Audu Besmer**, Special Representative for Commercial and Business Affairs at the U.S. Department of State.

Advancing Transatlantic Digital Cooperation with the European Parliament

Meridian brought together U.S. business leaders and members of the European Parliament to address AI

regulation, data privacy, and digital trade. The briefing highlighted the importance of regulatory alignment, SME inclusion, and ethical AI standards for transatlantic economic competitiveness. By connecting policymakers with industry experts, the program fostered dialogue, advanced shared solutions, and reinforced the foundations of an open and resilient digital economy.

Training the Next Generation of Science and Tech Diplomats

Meridian equipped emerging science and technology leaders with the tools, networks, and global perspectives they need to shape solutions to tomorrow's challenges.

Diplomatic Skills Trainings for Emerging Scientists

Meridian, in partnership with the National Science Policy Network, hosted 15 early-career scientists, equipping them with the knowledge, skills, and networks to apply scientific expertise in international diplomacy. Participants engaged with diplomats, industry leaders, and policy experts—including an international water crisis negotiation—developing practical skills in cross-cultural communication, multilateral negotiations, and science diplomacy.

Launching Tech Labs at Meridian

Meridian officially launched its Tech Labs initiative with a reception convening policymakers, industry leaders, and program alumni to mark the expansion of its technology-focused programming. Originally established in 2016, Tech Labs provides a six-week, immersive curriculum designed to demystify critical technology issues and strengthen policy literacy. Participants engage with experts across sectors through interactive sessions, simulations, and debates, building practical understanding of emerging technologies and their implications for governance and international cooperation.



The audience listening to the "Imagining the Orbit: Fictional Futures and the Realities of Space Governance" panel held at Meridian.



Members from the European Parliament offer remarks during a Global Business Briefing at Meridian.



Calista Redmond of NVIDIA speaks at Global AI Futures at Meridian.



(From left to right) Machalagh Carr of Palantir Technologies and Lauren Culbertson Grieco of The Ledyard Group giving remarks at the Global Partnerships in the Age of AI Meridian Salons event.



Photo By Jess Latos

(From left to right) Gloria Rivera; The Honorable Fred P. Hochberg; Elizabeth Duggal; Sanford Biggers; Marlene Malek; Ambassador Stuart Holliday; Ashley Davis; Roger Goodell; Anna Deavere Smith, Stephanie Robinson; and Mark D. Sikes at the 2025 Culturefix Awards Gala on June 5, 2025.

Center for Culture & Sports Diplomacy

Traditional diplomacy can't always reach the people who matter most. It's often athletes, artists, and cultural leaders who bridge divides and open channels of trust. This year, Meridian expanded on this vision by formally integrating sports into its work, renaming the Center for Cultural Diplomacy as the Center for Culture and Sports Diplomacy. This evolution reflects a clear reality: sports are not peripheral to diplomacy, they are one of its most powerful entry points.

Through the Center, Meridian mobilizes cultural and athletic changemakers as frontline connectors, using shared human experiences to foster understanding, counter disinformation, and build peace in ways no policy alone can.

Culturefix: Washington's Signature Cultural Diplomacy Celebration

Meridian presented its fifth annual Culturefix, its platform for culture and sports diplomacy, highlighting the role of athletes, artists, and cultural leaders in advancing global cooperation, strengthening international alliances, and addressing pressing global challenges to support a more peaceful, prosperous, and interconnected world.

2025 Culturefix Morning Conversations

Meridian's 2025 Culturefix Morning Conversations convened leaders across arts, sports, and government to explore how culture drives social change and international understanding. Panels and performances highlighted visual arts, design, and music—including a **Jerusalem Youth Chorus** performance—demonstrated how creative expression fosters empathy, dialogue, and global partnership. By connecting cultural innovation with policy and community impact, the program reinforced the power of culture as a tool for diplomacy.

NFL & Football Diplomacy: Championing Global Sports

Meridian honored NFL Commissioner **Roger Goodell** with its 2025 Global Leadership Award at Culturefix, recognizing his visionary leadership in using sports to foster global cooperation and cultural exchange. Under Goodell's guidance, the NFL has expanded international games, youth programs, and community engagement initiatives, demonstrating the potential of sports as a force for diplomacy and soft power. The award underscores the critical role of leagues and cultural institutions in shaping shared values and global understanding.



Participants of the Meridian Global Insights Delegation to Osaka, Japan at the USA Pavilion.



Photo By Stephen Bobb

(From left to right) TK Harvey, Felipe Garcia Landa, Peter McKernan, Dr. Darren Beattie, Christina Kolbjornsen, and Bill Russo during the FIFA 2026 World Cup Watch Party at Meridian.



Photo By Jess Latos

Member of the African drum ensemble "Soul in Motion" plays for the crowd at Meridian International Center's Culturefix Award Ceremony and Gala.



Students from the University of Kansas' Wind Ensemble and Osaka University of the Arts performing during the 2025 Osaka World Expo.

The Mega-Decade of Sports

Meridian uses sports to open high-trust channels with mass audiences and local decision-makers—linking leagues, journalists, and policy voices to drive credible narratives and partnerships.

2026 FIFA World Cup Draw Watch Party at Meridian

Meridian hosted a FIFA 2026 Draw Watch Party, bringing together diplomats, corporate leaders, and soccer fans from 21 nations to witness the group stage draw and discuss the World Cup's diplomatic potential. The event highlighted how global sporting events connect nations, foster cultural exchange, and promote cooperation ahead of the United States, Mexico, and Canada hosting the largest World Cup in history. Partners Airbnb and Telemundo helped underscore the role of public-private collaboration in leveraging sports as a platform for international engagement.

Sports Diplomacy Delegation with the Embassy of the Netherlands

Meridian, in partnership with the Embassy of the Netherlands, hosted a luncheon in Washington, DC, convening leaders from Airbnb, Smithsonian, the U.S. Department of State, and Jetr Global to explore how sports can advance diplomacy and economic development. The delegation focused on cross-sector collaboration to ensure that FIFA 2026 and LA 2028 leave a legacy of international engagement and cultural exchange. This gathering highlighted the strategic role of public-private partnerships in leveraging sports as a global diplomatic tool.

Shaping Dialogue Through Culture

Throughout 2025, Meridian's exhibitions and convenings served as platforms to shape narratives and catalyze partnerships that align cultural influence with policy priorities and economic outcomes.

"Travesías Creativas/Creative Journeys" Exhibition

Meridian, in partnership with CAF Development Bank, Pinta, and CC LATAM, celebrated Latin American and Caribbean creativity through the "Travesías Creativas/Creative Journeys" exhibition. Showcasing fifteen works from seven countries, the program highlighted innovative approaches to identity, ecology, and technology while fostering dialogue between art, economy, and society. By connecting audiences with contemporary cultural narratives, the exhibition underscored the role of creative industries as both a cultural and economic force.

City of Hope: Resurrection City and the 1968 Poor People's Campaign Traveling Exhibition

City of Hope, organized by the Smithsonian and Meridian with support from the U.S. Mission to India and ReReeti Foundation, traced the influence of Gandhi on Martin Luther King Jr.'s vision for economic justice and human rights. The exhibition engaged nearly 8,000 Indian citizens across five cities, illustrating how cultural programs can deepen understanding of U.S. history, civil rights, and social advocacy. Visitors left equipped with insights and inspiration to advance community initiatives and civic engagement in their own contexts.

Social Secretaries & Cultural Attachés Reception

Meridian convened embassy social secretaries and cultural attachés alongside U.S. government officials, philanthropic leaders, and cultural partners for its annual reception recognizing the professionals who drive day-to-day public diplomacy. The gathering elevated the work that enables people-to-people exchange, cultural programming, and ambassadorial engagement, while strengthening peer networks across the diplomatic corps. By reinforcing the strategic value of cultural diplomacy and facilitating new relationships tied to initiatives such as America's 250th, the reception deepened cross-sector collaboration and sustained trusted networks that support long-term diplomatic impact.

American Culture on the World Stage - Expo 2025 Osaka

Meridian advanced U.S. cultural diplomacy on the global stage by supporting the USA Pavilion at Expo 2025 in Osaka, strengthening connections between American leaders and international partners while highlighting the values of innovation, creativity, and collaboration.

USA Pavilion at Expo 2025 Osaka

As the world's largest public diplomacy platform in the Indo-Pacific, Expo 2025 Osaka offered a powerful stage to project American creativity, openness, and leadership. In partnership with the U.S. Department of State's International Expositions Unit, Meridian led a delegation of American artists and cultural leaders at the USA Pavilion, using music, dance, visual arts, and multimedia to engage millions of global visitors. Through sustained cultural programming and cross-pavilion collaboration, the initiative strengthened people-to-people ties,

countered outdated narratives about the United States, and reinforced shared values of innovation, collaboration, and democratic exchange—particularly with audiences in one of America's most strategically important regions.

Global Insights Delegation to Osaka: Expo 2025

Meridian's Global Insights Delegation to Osaka immersed senior leaders, trustees, and partners in Expo 2025 as a living laboratory of cultural diplomacy, innovation, and international engagement. Participants gained behind-the-scenes insight into the USA Pavilion, including Meridian's role as its premier cultural partner, while engaging Japanese business leaders, journalists, IVLP alumni, and regional institutions on shared economic and cultural priorities. By pairing high-level dialogue with immersive cultural experiences, the delegation highlighted the strategic value of World Expos as diplomatic platforms, and reinforced the role of culture as a catalyst for international relationships.

So my view of art as fundamental to the strength of our society—and, by extension, our international relationships—is something I have been determined to bring to my work on the House Foreign Affairs Committee . . . It is a foreign policy tool. Soft power can sometimes sound intangible or theoretical, and today it may even carry a negative connotation. But what we are really talking about is enabling partnerships and finding pathways where it may seem like none exist, in order to keep dialogue going.



Congresswoman Sydney Kamlager Dove speaking at the 2025 Meridian Culturefix.

- Congresswoman Sydney Kamlager Dove (CA-37), Meridian's Culturefix Congressional Co-Chair



Photo By Oskar Dap

(From left to right) Ed Luce, U.S. National Security Editor for the Financial Times, with Governor Mike Dunleavy of Alaska at the 2025 Meridian Summit.

Center for State & Local Diplomacy

As cities and states take on greater roles in global problem-solving, local leaders need the tools and relationships to represent American interests on the world stage. Yet, many face barriers to entry in international diplomacy.

Meridian’s new Center for State and Local Diplomacy bridges that gap—connecting governors, mayors, and city officials with global peers through exchanges and policy forums. By elevating local voices in global dialogue, we are helping drive innovation, build resilience, and extend U.S. global leadership worldwide.

Empowering Local Leaders as Global Actors

In 2025, Meridian equipped governors, mayors, and city officials with the diplomatic tools to navigate international challenges and opportunities—ensuring U.S. communities have greater access to resources and insights to shape global solutions.

Symposium on Strategic Subnational Diplomacy
Co-hosted with the U.S. Department of State, the Truman Center, and the Melbourne Centre for Cities, the Symposium on Strategic Subnational Diplomacy elevated cities and states as consequential actors in global affairs. The gathering brought together local, state, and national

leaders from the United States and eight allied countries to examine how subnational governments can counter foreign interference, strengthen democratic resilience, and advance economic cooperation. Through peer exchange and policy-focused discussion, participants sharpened their ability to align local priorities with allied coordination and broader U.S. strategic objectives.

Glocal Guiding: More Effective Subnational Diplomacy
As a flagship convening within the Symposium, Glocal Guiding examined how local leaders are translating global challenges into city- and state-level action. Mayors, governors, diplomats, and journalists explored the growing influence of subnational actors in areas ranging from foreign investment and public safety to climate and technology governance. The discussion reinforced that city-to-city and state-to-state engagement is no longer symbolic—it is a practical tool for delivering jobs, security, and innovation to constituents while reinforcing U.S. leadership through allied collaboration.

Mobilizing Diaspora Influence: Practical Tools for Advancing Diplomatic Outcomes
Meridian’s Mobilizing Diaspora Influence briefing reframed diaspora communities as strategic partners in subnational and national diplomacy. Diplomats and practitioners examined how cities, states, and embassies can activate diaspora networks to strengthen bilateral



Photo by Oskar Dap

(From left to right) Natalie Jones of Meridian International Center, Ambassador Nina Hachigian, Lieutenant Governor Aruna Miller of Maryland, and Susan Lee of the Maryland Office of the Secretary of State at Glocal Guiding: Fostering More Effective Subnational Diplomacy at Meridian.



Photo By Tom Duppa

Meridian’s Director of State and Local Diplomacy Max Bouchet speaks at the North Capital Meridian Diplomacy Forum session on The Power of Subnational Diplomacy in North America.



Governor Kevin Stitt of Oklahoma (second from left) meets with members of the Meridian team.



Photo by Jess Latos

Panelists engage in discussion on stage during Diplocraft “Mobilizing Diaspora Influence” at Meridian.

ties, attract investment, and shape public narratives. By focusing on multigenerational engagement, local catalysts, and cross-community collaboration, the program provided actionable approaches for turning diaspora connections into durable diplomatic and economic outcomes.

Driving State and Local Resilience

For over 60 years, Meridian's international exchange programs have connected state, local, and global leaders to strengthen cooperation and advance a more secure and prosperous world.

In 2025, Meridian welcomed more than 1,700 participants from around the globe through the U.S. Department of State's International Visitor Leadership Program (IVLP), fostering enduring relationships and building stronger, more resilient societies.

Rural Economic Opportunity Through Binational Tourism

This IVLP exchange connected tourism professionals from Japan with U.S. entrepreneurs, local officials, and destination leaders to examine how tourism can drive economic vitality in rural and regional communities. Through site visits across multiple states, participants explored public-private partnerships, infrastructure planning, and incentive structures that support sustainable tourism while preserving local identity. The program reframed tourism as a form of citizen diplomacy—strengthening community resilience, revitalizing local economies, and fostering long-term people-to-people ties between Japan and the United States.

Disaster Preparedness and Emergency Management, an IVLP Project

Brazilian professionals from government, emergency management, and engineering sectors engaged with U.S. counterparts to examine disaster preparedness and response at the local, state, and federal levels. Visits to communities with firsthand experience managing floods

and large-scale emergencies offered practical insights into interagency coordination, public communication, and community-based recovery models. By sharing tools and protocols across borders, the program strengthened professional networks and advanced collaborative approaches to safeguarding lives, infrastructure, and civic trust in the face of natural disasters.

Creative Industries and Tourism as Strategic Contributors to Economic Growth with IVLP

Creative and tourism leaders from Côte d'Ivoire gained practical models for leveraging culture as an engine of economic growth. Through engagements across Washington, Kansas City, New Mexico, and Los Angeles, participants examined how U.S. cities align policy, private investment, and community initiatives to support film, music, culinary arts, heritage preservation, and cultural tourism. By connecting creative sectors with entrepreneurship, youth development, and destination marketing, the program generated actionable insights and partnerships that participants are now applying to strengthen creative economies, expand tourism platforms, and scale cross-sector collaboration at home.

U.S. Higher Education Partnerships

This IVLP project brought university leaders from Southern Italy together with U.S. higher education institutions to explore academic exchange, research collaboration, and innovation-driven partnerships. Participants examined how American universities integrate internationalization with workforce development, entrepreneurship, and public-private collaboration, identifying models adaptable to regional needs in Southern Italy. The exchange generated concrete momentum toward new study abroad programs, faculty collaboration, and institutional agreements—positioning higher education as a driver of economic resilience and transatlantic cooperation.

The IVLP's Promoting Cybersecurity in Smart Cities

Meridian brought together cybersecurity experts from East Asia and the Pacific to examine strategies for protecting smart cities, engaging with government,



Developed in partnership with the Truman Center and the Melbourne Centre of Cities, the 2025 Subnational Toolkit provides that strategic guidance, building upon the insights and best practices from a group of innovative city, state, and regional government leaders from nine countries: Australia, Canada, France, Germany, Italy, Japan, New Zealand, the United Kingdom, and the United States.

private sector, and academic institutions to share best practices and enhance workforce development. Participants examined U.S. cybersecurity frameworks and built cross-sector relationships with key agencies and companies, strengthening collective digital resilience. These reinforced American leadership in cybersecurity while fostering long-term international collaboration.

Driving State and Local Resilience

Meridian's Center for State and Local Diplomacy supports governors, mayors, and local officials in the United States and around the world with the tools and resources needed to navigate the global dynamics shaping their communities.

Global Engagement, Local Benefits: A Strategic Toolkit for City, State, and Local Leaders
Developed with the Truman Center and the Melbourne Centre for Cities, this toolkit provides local leaders with practical guidance for engaging globally without undue risk. Drawing on lessons from subnational officials across nine democracies, it equips cities and states to pursue trade, investment, cultural exchange, and security cooperation in ways that directly serve local communities. The resource translates global engagement into actionable strategy—helping leaders turn international relationships into economic opportunity, resilience, and influence.

Join a Council

Global Insights. Unparalleled Connections.

Stay engaged and contribute to Meridian's mission by joining our distinguished network of business leaders, public sector officials, and the diplomatic corps.



Photo By Jess Latos

"Meridian programs are a unique opportunity to be part of a distinguished group of professionals who care deeply about public diplomacy and foreign affairs, engage with one another and the larger Meridian community, and create meaningful programming to spur discussion on pressing global and local challenges."

The Meridian Corporate Council

provides a platform for exchange and dialogue on key global issues among diplomatic, public, private, and non-profit sector leaders. Members are better equipped to navigate critical challenges and opportunities in a complex international environment. Drawn from wide-ranging sectors, member companies and organizations represent major corporations that are global leaders committed to advancing and safeguarding business opportunities abroad in the face of shifting geopolitical dynamics through cross-sector collaboration.



Participants on the Meridian Global Insights Delegation to Osaka at the World Expo's USA Pavilion.



Photo By Jess Latos
(From left to right) Deborah Lehr, Vice Chair and Chair-Elect of the Meridian Board of Trustees and T.H. Dina Powell McCormick, President and Vice Chairman of Meta at Meridian.

The Meridian Council

is a global network of leaders and advisors who provide vital support that helps strengthen international capacity to solve the global challenges of our times. Through exchanges with senior and rising leaders in government, the foreign diplomatic corps, the arts, and the private sector, Meridian Council members help build a more just society, greater international security, and more prosperity for all.

Meridian Salons

convene Washington's globally minded leaders for thoughtful, high-impact gatherings throughout the year. Designed to foster authentic engagement across diplomacy, business, media, policy, and culture, this evolving series brings together a diverse network of professionals who shape the global ecosystem.

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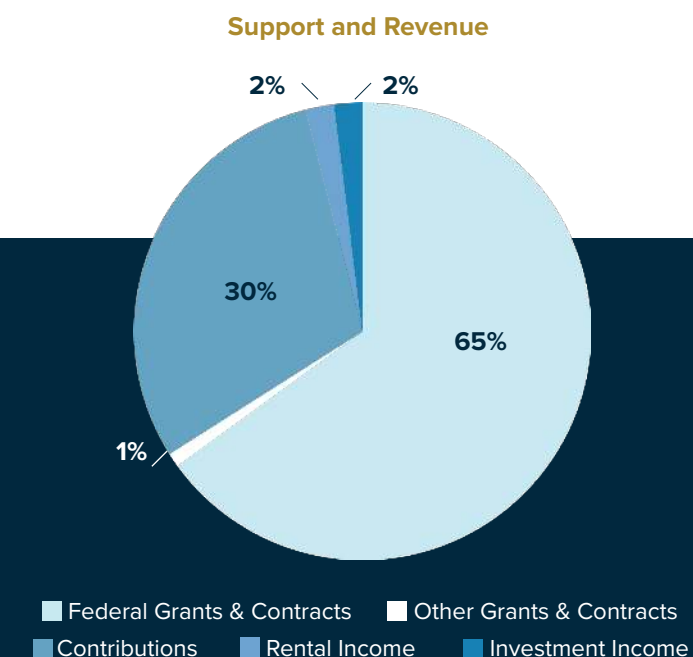
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At a Glance 2025

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\$44.4M

Grants & contracts, private contributions, rental income, investment income



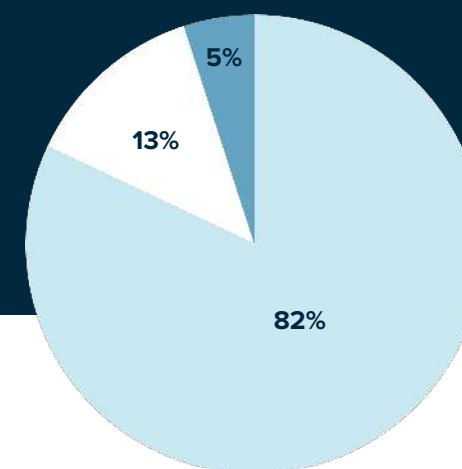
Expenses

Programs Administration & Facilities Development

Expenses

\$39.4M

Spent to Advance the Next Era of Diplomacy



Assets, Liabilities & Net Assets

As of September 30, 2025 (in \$ thousands)

| | |
|---|-----------------|
| Total Assets | \$35,056 |
| Total Liabilities | 12,225 |
| Net assets: | |
| Unrestricted | 18,322 |
| Temporarily restricted | 3,825 |
| Permanently restricted | 684 |
| Total Net assets | 22,831 |
| Total Liabilities & Net Assets | \$35,056 |



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