



Arab Gulf States  
Institute  
BRIDGE THE GULF

# Annual Report

## 2024



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## In Memoriam: Ambassador Frank G. Wisner



The Arab Gulf States Institute acknowledges with great sadness the passing of Ambassador Frank G. Wisner, who died February 24, 2025 from complications related to lung cancer. Ambassador Wisner was AGSI's founding board chair and was serving as board chair emeritus at the time of this death. His vision and leadership were critical to AGSI's development as an organization and its fulfillment of its mission. Ambassador Wisner understood early on the immense influence the Gulf states would exercise globally, even as they experienced rapid change and development. And as board chair, he helped AGSI communicate that importance to key American stakeholders, in government, media, academia, and the business world. For Ambassador Wisner, the United States' relations with the Gulf states and the broader region were a critical arena for the exercise of U.S. global power in the late 20th and early 21st century. He viewed it as a field of opportunity, cooperation, and shared interests.

We at AGSI were privileged to work with Ambassador Wisner over this sustained period. A titan in international diplomacy, in person he was inclusive, encouraging, and appreciative. He understood the importance of institutions like AGSI and the influence they could have when they were allowed and encouraged to mature and develop.

Ambassador Wisner's imprint on AGSI represents an enduring legacy. We mourn his passing and are immensely grateful for the steady, visionary leadership he provided in our founding decade.





## A Message From AGSI Board Chair Ambassador C. David Welch

The Arab Gulf States Institute has had a busy, productive year. The fall of the regime in Syria, continuation of the conflict in Gaza, and developments in Lebanon have all highlighted the rise in importance of the Gulf Arab states. A new administration in Washington has catapulted its diplomacy efforts from the region, making crystal clear that it has never been more important to have a deep, research-based understanding of the societies, governments, and policies of the Gulf. At a time of dynamic change in global geopolitics, there is similar change in the Gulf and in the regional balance of power.

AGSI covered extensively the involvement of Gulf states in the region's two significant conflicts – including mediation and assistance in Gaza and the reactions to the collapse of the regime in Syria – and their support to a new president and government in Lebanon. In the United States, as the elections of 2024 approached, AGSI produced a series of written analyses and programs discussing the political, economic, and security implications of the two presidential candidates' policies toward the Gulf. Following President Donald J. Trump's electoral victory in November, we laid out the returning president's policies most likely to impact the Gulf states and changes in those states most likely to impact U.S. national security decisions.

In 2024, we also deepened our coverage of key social, artistic, and cultural issues in the Gulf, including Saudi Arabia's social reform, art history of the UAE, and up and coming Kuwaiti hip hop artists.

This past year marked AGSI's 10th year of operation. After a decade of "Building Bridges of Understanding" with the Gulf, over the year we focused on modernizing and looking to the future. In 2025, our 10th anniversary celebrations will include a new and improved website and an updated mission to "Bridge the Gulf." You will see a lot of new content (and new energy) in the coming year.

Sadly, this year also marked the passing of AGSI's founding board chair, Ambassador Frank G. Wisner, in early 2025. Frank was a dear friend and colleague. He brought joie de vivre, intellectual depth, energy, and humor to AGSI; his fingerprints will forever remain all over our institute's work. Frank's zeal for bringing the United States and the Gulf closer through study and direct engagement will continue to drive our mission into the future.

Sincerely,

A handwritten signature in dark ink, appearing to read "CDW", followed by a horizontal line.





## A Message From AGSI President Ambassador Douglas A. Silliman

2024 was a year of accomplishment and transition for the Arab Gulf States Institute. Through highlights from the year, this annual report shows the range and depth of AGSI's efforts to Bridge the Gulf through programs, publications, and outreach.

In our recurring focus on regional security, we explored challenges from the Houthis in the Red Sea, the political earthquake that the fall of the house of Assad represented in Syria, and the various diplomatic lines that Gulf states pursued for mediation in regional and other conflict zones. Given its impact on the strategic calculations and diplomacy of the Gulf Arab states, we provided sustained coverage of Israel's war with Hamas in Gaza.

Senior Resident Scholars Hussein Ibish and Kristin Smith Diwan maintained high public profiles on these issues through extensive media appearances and outreach. Senior Resident Scholar Robert Mogielnicki blazed a trail through writing, speaking, and media on the crucial role of Gulf economies across the region and around the world. As we closed out the year, the institute offered thoughtful analysis on the anticipated impact of President Donald J. Trump's second term on Gulf Arab states' interests and economic relations. As part of our effort to shed a comprehensive light on Gulf society, we continued our unique coverage of culture, arts, and youth, including films, date palm heritage, and Saudi Arabia's investment in sports.

These highlights are just a taste of the institute's accomplishments in 2024 and a peek at what we will continue to do in 2025. We thank our board for its leadership and our sponsors for their support for AGSI's work over a productive year.

Finally, I must acknowledge with deep gratitude and sadness the passing of founding Board Chair Ambassador Frank G. Wisner early in 2025. His extraordinary commitment to linking the United States and the Gulf stood up the institute a decade ago and made it into the premier Gulf-focused think tank that it is today.

Sincerely,

A handwritten signature in dark ink, likely of Ambassador Douglas A. Silliman. The signature is fluid and cursive, with a long horizontal stroke at the end.





# Gulf Security Amid Regional Conflicts





# Featured Programming

## ▶ **The Houthi Challenge to Maritime Security**

AGSI hosted a discussion with Vice Admiral Kevin Donegan, Gregory D. Johnsen, and Maysaa Shuja al-Deen, moderated by Hussein Ibish, on the Houthi challenge to maritime security in the Red Sea and the Gulf of Aden.

## ▶ **Book Talk: Security Politics in the Gulf Monarchies: Continuity Amid Change**

AGSI hosted a discussion with David B. Roberts, moderated by Hussein Ibish, on security politics in the Gulf.

## ▶ **In Conversation With Raghida Dergham: Israel's Escalation, Hezbollah's Meltdown**

AGSI hosted a discussion with Raghida Dergham, moderated by Hussein Ibish, on the repercussions of Israel's military campaign against Hezbollah.

## **A Conversation With H.E. Mohammed A. Al-Hadhrami and Timothy A. Lenderking**



(AGSI)

AGSI hosted a discussion on Yemen with H.E. Mohammed A. Al-Hadhrami, ambassador of the Republic of Yemen to the United States, and Timothy A. Lenderking, the United States special envoy for Yemen.





# Featured Publications

## ✦ **Gulf Countries Seek to Avoid Getting Drawn Into the Israel-Iran Confrontation | Hussein Ibish**

Gulf Arab states are yet again watching on the sidelines as other powers shape their present and future strategic environment.

## ✦ **The Houthis' Achilles Heel | Gregory D. Johnsen**

In the short term, increasing economic pressure on the Houthis is likely to prompt them to reignite attacks on Saudi Arabia, while in the long term it could make reuniting Yemen into a single state all but impossible.

## ✦ **Iran Might Reevaluate Its Strategy | Kenneth Katzman**

The relative failure of Iranian missile strikes has significantly eroded the value of Tehran's enormous investment in its missile and drone technology and raised serious questions among Iran's regional allies about the ability of Tehran to come to their defense.

## ✦ **The Domestic and Regional Impact of the Political Earthquake in Syria | Amb. William Roebuck and Hussein Ibish**

The map of Syria has undergone a shocking revision, and domestic instability and retribution, with broader regional fallout, remain possible, even as diplomats engage and hope for the best.

## ✦ **Operation Aspides: The European Union's Response to the Red Sea Crisis | Leonardo Jacopo Maria Mazzucco**

While underscoring the EU's ambitions to expand its maritime security goals in the region, Operation Aspides faces operational and political challenges.



Long exposure photo shows destroyed buildings with fire and smoke rising following Israeli airstrikes on Gaza City, Oct. 30, 2024. (AP Photo/Abed Khaled)

## **The War in Gaza**

- **Becoming "Neutral": Addressing the Increasing Stakes of Qatar's Hamas Mediation | David B. Roberts**
- **Gaza Heads Into Famine as Gulf Countries Scramble to Respond | Amb. William Roebuck**
- **Why the Saudi-Iranian Pact Is Withstanding the Gaza War | Ali Bakir and Aziz Alghashian**
- **Will the Gaza War Derail the India-Middle East-Europe Economic Corridor? | Mohammed Sinan Siyech**
- **Program: Israeli Perspectives on the Post-October 7 Middle East Crises**

# Politics, Governance, and Diplomacy





# Featured Programming

## How Should the U.S. Respond to a Middle East Crisis Threatening Its Policy and Personnel?

AGSI hosted a panel discussion with Thomas L. Friedman, Ambassador Frank G. Wisner, and Robin Wright, moderated by Hussein Ibish, on U.S. policy in the Middle East.

## What Role for the U.S. in China-Gulf Ties? Perceptions and Realities

AGSI hosted a private roundtable with Jonathan Fulton, associate professor of political science at Zayed University and a nonresident senior fellow at the Atlantic Council, on China-Gulf relations.

## What Do the Latest Parliamentary Elections Mean for Democratic Politics in Kuwait?

AGSI hosted a discussion with Kristin Smith Diwan, Yasmiena Al Mulla, and Sean Yom, moderated by Amb. Douglas A. Silliman, on Kuwait's April 4, 2024 parliamentary elections.

## Is the Middle East on the Brink of Regional War?

AGSI and ROPES co-hosted a discussion with Hussein Ibish, Aaron David Miller, and Sarit Zehavi, moderated by Ksenia Svetlova, on rising tensions in the Middle East.



H.E. Shaikh Abdulla bin Ahmed Al Khalifa, left, with Amb. William Roebuck. (AGSI)

## Ambassadors Series

With its *Ambassadors Series*, AGSI provides a unique platform for international leaders to engage in thoughtful debate and inform the U.S. and Gulf foreign-policy, business, and academic communities about events shaping their respective societies, economies, and political systems.

- Roundtable With Ambassador Martina Strong
- Roundtable With Ambassador Michael Ratney
- A Conversation With H.E. Shaikh Abdulla bin Ahmed Al Khalifa
- A Conversation With H.E. Mohammed A. Al-Hadhrami and Timothy A. Lenderking





# U.S. Presidential Election

With a focus on issues from regional tensions and security to energy and economic partnerships, AGSI's *U.S. Presidential Election* series explored Gulf perspectives on the 2024 election and considered how the election results might shape the future of U.S. engagement in the Gulf region.

- The Gulf States and the U.S. Presidential Election | F. Gregory Gause, III
- For Saudi Arabia, There's a Dealmaking Opportunity With Trump | Hussein Ibish
- Trump's Commercial Influence in the Gulf | Robert Mogielnicki
- The U.S. Election and the Saudi Economy | Tim Callen
- Gulf Popular Interest in U.S. Elections Is Not What It Used To Be | Kristin Smith Diwan
- Program: Oil Prices Between Regional Conflict and the U.S. Presidential Election
- Program: How Will Gulf Partners Seek to Manage Relations With Trump 2.0?



Republican presidential nominee former President Donald J. Trump and Democratic presidential nominee Vice President Kamala Harris take part in a presidential debate hosted by ABC in Philadelphia, Pennsylvania, September 10, 2024, in a combination of file photographs. (REUTERS/Brian Snyder)



# Featured Publications

## ✦ **With New Crown Prince Kuwait Bucks Gulf Succession Trends | Kristin Smith Diwan**

The emir's naming of Sabah al-Khaled al-Sabah – a noncontroversial politician and an experienced diplomat – as crown prince may help traverse Kuwait's fissures, but there is still a long road ahead.

## ✦ **Bahrain and Iran Aim to Restore Ties | Amb. William Roebuck**

While regional dynamics support de-escalation between Bahrain and Iran, a host of obstacles and a potent history of bilateral grievances are likely to ensure anemic relations.

## ✦ **India's Balancing Act in the Middle East | Gopi Krishna Bhamidipati**

Amid escalating tensions over the Gaza war, India is increasing engagement with varied actors in the Middle East.

## ✦ **Crash of Ayatollah Khamenei's Succession Plans | Ali Alfoneh**

Regardless of who becomes Iran's next president or who succeeds Khamenei as head of state, there is little prospect for significant change in Iran's foreign and security policy.

## ✦ **Gulf-Southeast Asian Ties: Expectations Still Outpacing Progress – For Now | John Calabrese**

Economic ties between Gulf Arab and Southeast Asian countries remain underdeveloped, however there is a solid foundation for and interest in deeper engagement on both sides.



# Economic Diversification and Gulf Trade





# Featured Programming

## Partnership With the International Monetary Fund

### IMF Report Launch 2024: Economic Prospects and Policy Challenges for the GCC Countries

AGSI hosted a discussion with Yevgeniya Korniyenko, Amine Mati, Alia Moubayed, and Nasser Saidi, moderated by Tim Callen, on the economic outlook in the GCC.

### Economic Prospects and Policy Challenges for the GCC Countries Amid Regional Turbulence

AGSI hosted a discussion with Amine Mati and Ken Miyajima, moderated by Tim Callen, on the GCC countries' economic outlook for 2025.

### Oman: Reform Priorities to Create an Economy for the Future

AGSI hosted a discussion with Justin Alexander and Cesar Serra, moderated by Tim Callen, on Oman's economic and financial development.

### Leaving a Legacy: How Qatar Is Leveraging the Success of the 2022 World Cup to Build a More Diversified Economy

AGSI hosted a discussion with Ran Bi and Ziad Doud, moderated by Tim Callen, on economic diversification in Qatar.

### Transformation Underway: Assessing the Successes and Challenges of Saudi Arabia's Vision 2030 Reforms

AGSI hosted a discussion with Amine Mati and Karen E. Young, moderated by Tim Callen, on Saudi Arabia's reforms and the prospects for its economy.



# Roundtable With Oman's Ministry of Finance

Omani policymakers have sought to achieve steady progress on economic reforms – described by the International Monetary Fund as “reform momentum” – while continuing to advance development initiatives. The initial years of Sultan Haitham bin Tariq al-Said’s rule, which began in January 2020, involved stabilizing the economy amid the coronavirus pandemic shock and addressing long-standing, systemic vulnerabilities in the economy. In early 2024, the government launched the National Programme for Fiscal Sustainability and Financial Sector Development (Estidamah), which has a three-year mandate to advance fiscal balance initiatives while simultaneously developing the financial sector.

AGSI was pleased to host a conversation with His Excellency Mahmood Al-Aweini, secretary general of the Ministry of Finance of the Sultanate of Oman, who oversees the National Programme for Fiscal Sustainability and Financial Sector Development.



H.E. Mahmood Al-Aweini, secretary general of Oman's Ministry of Finance, with Senior Resident Scholar Robert Mogielnicki. (AGSI)



# Featured Publications

## “If You Build It, They Will Come”: Prospects for Foreign Direct Investment in Saudi Arabia | Tim Callen

Foreign direct investment flows into Saudi Arabia look set to pick up, but they are still likely to fall short of Vision 2030's ambitious targets.

## The UAE's Network-Based Vision for Economic Integration | Tareq Alotaiba

The UAE's global trade and investment policy is providing an alternative vision to China's Belt and Road Initiative.

## Oman Capitalizes on Domestic, Regional Economic Momentum | Robert Mogielnicki

Following progress addressing economic vulnerabilities, Oman is poised to enter a new phase of economic policymaking, armed with new policy tools and development initiatives.

## Saudi Arabia on Global Stage for 2034 World Cup | Tim Callen, Kristin Smith Diwan, and Robert Mogielnicki

Hosting the World Cup will be a huge opportunity for Saudi Arabia, supporting Vision 2030 reforms. While preparations for the tournament will be costly, they will boost economic growth and could spur further social change.

## The Evolution of Bahrain's Post-Pandemic Economic Philosophy | Omar Al-Ubaydli

Bahrain's post-coronavirus economic strategy positions the government as a venture capitalist, providing capital for strategic investments, but at the same time offering regulatory support for the private sector.



OpenAI CEO Sam Altman talks on a video chat during the World Government Summit in Dubai, UAE, Feb. 13, 2024. (AP Photo/Kamran Jebreili)

## Tech and Innovation in the Gulf

- The Emergent Gulf Sovereign Wealth Fund-Global Tech Nexus | Robert Mogielnicki
- AI, Advanced Technology the Focus of Tahnoun Visit | Amb. William Roebuck
- Esports: Gulf States Capitalize on Youth and Tech | Khaldoun Khelil
- Between Collective Memory and Contemporary Media: AI in Daniah Alsaleh's Creative Practice | Nada Ammagui



# A Path to Sustainable Energy in the Region







# Featured Programming

## ✦ The Future of Hydrogen Development in the Gulf

AGSI hosted a discussion with Phillip Cornell, Kate Dourian, Rami Shabaneh, and Marie van den Bosch, moderated by Robert Mogielnicki, on hydrogen in the Gulf.

## ✦ COPs, Oil Exporters, and Their Role in the Energy Transition

AGSI hosted a discussion with Kate Dourian, Jim Krane, Aisha Al-Sarihi, and Tobias Zumbärgel, moderated by Marie van den Bosch, on COP and the energy transition.

## Petro Diplomacy

AGSI held its 10th annual Petro Diplomacy conference in June 2024 under the theme “The Countdown to Net Zero.” The hybrid event examined the various options for the Gulf Arab states to manage an accelerated transition that the United Nations says can no longer be stopped or reversed.

### Sessions:

- The Beginning of the End for Fossil Fuels?
- Natural Gas: Bridge or Destination Fuel?
- Financing the Energy Transition
- The Return of Geopolitical Risk



Panel at AGSI's 2024 Petro Diplomacy conference. (AGSI)



# Featured Publications

## ✦ **Water Challenges in the Emerging Hydrogen Economy | Tobias Zumbärgel**

Global shifts have revitalized the move toward hydrogen as an energy source. However, discussions often center on cost and technical barriers, neglecting critical questions regarding water as a feedstock in hydrogen production.

## ✦ **Why Gulf National Oil Companies Are Investing in U.S. LNG | Ben Cahill**

Gulf national oil companies represent a new pool of capital for global gas investment, and with some of their first forays in the United States, Gulf gas deals suggest Washington's relations with Riyadh and Abu Dhabi are improving.

## ✦ **Saudi Arabia's and the UAE's Quest for African Critical Minerals | Said Bakr**

Saudi and Emirati efforts to expand the countries' presence in Africa's critical mineral industry bring the potential for both economic collaboration and geopolitical tension with China.

## ✦ **Kuwait's New Energy Strategy Takes Off but Oil's Still Dominant | Kate Dourian**

While other Gulf Arab oil producing states have advanced diversification policies to ease reliance on oil revenue and increase renewable energy investments, Kuwait has lagged behind.

## ✦ **China's Expanding Solar Footprint in the Gulf | John Calabrese**

The Chinese solar industry is strategically expanding into Gulf markets, leveraging the region's immense solar potential while navigating the risks associated with intense competition and harsh environmental conditions.

# Heritage and New Perspectives in Gulf Arts and Culture





# Featured Programming

## ✦ **Book Launch: Art in Saudi Arabia: A New Creative Economy?**

AGSI hosted a discussion with Rebecca Anne Proctor and Alia Al-Senussi, moderated by Kristin Smith Diwan, on art in Saudi Arabia.

## ✦ **The Fluid Gulf: Framing Multicultural Heritage Through Film**

AGSI and the Middle East Institute co-hosted a discussion with Kate Seelye, Samhita Sunya, and Alia Yunis, moderated by Kristin Smith Diwan, on film in the Gulf.

## ✦ **Book Talk: Saudi Youth: Policies and Practices**

AGSI hosted a discussion with Noreen Mandora, Neil Quilliam, and Mark C. Thompson, moderated by Kristin Smith Diwan, on Saudi youth policy development.

## ✦ **Book Talk: Gulf Women's Lives: Voice, Space, Place**

AGSI hosted a discussion with Shahd Alshammari, Emanuela Buscemi, and Ildiko Kaposi, moderated by Kristin Smith Diwan, on the lives of Gulf women, exploring how Gulf women negotiate spaces through their writing and focusing on women's narratives.



(Courtesy of Culture Summit Abu Dhabi)

## **AGSI x Culture Summit: Channeling the Uncanny in Counter-Futurisms**

AGSI was pleased to curate a session, during Culture Summit Abu Dhabi, with artists Ahaad Alamoudi, Talal Al Najjar, and Ayman Zedani, moderated by Kristin Smith Diwan.





# Gulf Film

In 2024, AGSI celebrated the growing cinema industry in the Gulf through a range of film screenings and analysis. From tributes to pioneering filmmakers to coverage of new work gaining international recognition, AGSI highlights the creativity and resilience shaping Gulf storytelling.

- Program: Special Ramadan Screening of Saudi Film “Mandoob”
- Program: Screening of Saudi Film “Hajjan”
- Program: Behind the Scenes: The Origins and Outlook of Saudi Arabia’s Film Industry
- Program: The Fluid Gulf: Framing Multicultural Heritage Through Film
- A Masterpiece Without an Audience: Khalid Al Siddiq and the Gulf’s First Narrative Feature Film | Alia Yunis
- The Resilience of Creativity: “Norah,” First Saudi Film to Show at Cannes | Rebecca Anne Proctor



An actor poses with a replica of a vintage cinema camera as visitors enter an invitation-only screening at the King Abdullah Financial District Theater, in Riyadh, Saudi Arabia, April 18, 2018. (AP Photo/Amr Nabil)





# Featured Publications

## 📌 **Saudi National Day Evolves | Kristin Smith Diwan**

Saudi Arabia's 94th National Day reflected a new seriousness in the kingdom, alongside the celebrations.

## 📌 **Kuwaiti Rap Duo Highlights Rising Popularity in the Gulf | Mohammad AlMutairi**

Kay R and Chunky Monkky, Kuwait's first married rap duo, deploy trendy Arabic-language lyrics to appeal to Kuwaiti youth.

## 📌 **Expo 2030: An Opportunity to Define Riyadh's Future | Yasser Elsheshtawy**

In 2030, Riyadh has the opportunity to offer something radically different that will leave a lasting legacy for the world.

## 📌 **Will Gulf Camping Survive the Tourism Boom? | Bridget Peak**

Even as they make heavy investment in tourism projects, including in remote areas, Gulf governments will need to ensure they do not lose sight of a camping tradition that celebrates a shared heritage tied to the region's wild places.



A worker collects dates from a palm tree during Unaizah Season for Dates, capital of Al-Qassim region, Saudi Arabia, August 15, 2020. (REUTERS /Ahmed Yosri)

## **Trees of the Gulf**

Visiting Scholar Alia Yunis explained the vital role certain trees play in the region's collective memory, survival, and plans for the future.

- Trees of the Gulf: The Date Palm and the UAE's Liwa Dates Festival
- Trees of the Gulf: Olive Trees and a Mediterranean Diet in the Desert



# Informing: Media and Outreach

AGSI remains a go-to source for prominent outlets for expert commentary on the Gulf. AGSI scholars and leadership made media appearances for major broadcast networks, including CNN, BBC, ABC, CNBC, and Vox, in addition to being interviewed by prominent media outlets, such as The New York Times, The Washington Post, Bloomberg, NPR, The Wall Street Journal, and The National.

## Highlights From AGSI's U.S. and International Outreach

- **Embassy of the Republic of Iraq:** President Amb. Douglas A. Silliman, Executive Vice President Amb. Roebuck, and Senior Resident Scholars Kristin Smith Diwan, Hussein Ibish, and Robert Mogielnicki held a discussion with the Iraqi ambassador and Iraqi Embassy staff about the likely policies of the new Trump administration on Iraq and the Middle East.
- **American University:** Silliman gave a book talk at the School of International Service on "Diplomatic Tradecraft" to which he contributed the chapter "Diplomatic Reporting and Communication."
- **The George Washington University:** Roebuck spoke on a Middle East Policy Forum panel at The George Washington University's Elliott School of International Affairs on "State Department Dissent: Gaza and Syria as Case Studies."
- **The Middle East Political and Economic Institute:** Mogielnicki spoke about Middle Eastern entrants to BRICS at the Middle East Political and Economic Institute's Annual International Conference of the Middle East Political and Economic Institute in Bucharest, Romania.
- **Cambridge University:** Diwan participated in Cambridge University's Center for Geopolitics' workshop "State Formation, Sovereignty and Transnational Conflict in the Middle East" as part of the Middle East Peace and Security Forum.
- **UNICEF:** Ibish addressed the UNICEF MENA leadership at the annual regional leadership team meeting, held in Algiers, on the political outlook for the Middle East in the coming year.
- **UNESCO:** Visiting Scholar Alia Yunis accepted the 2024 UNESCO Award for World Heritage Education Innovation for the World Heritage Institute of Training and Research for Asia and the Pacific Region for HeritageLab. Yunis is a co-founder of HeritageLab, an international collaboration platform among universities, NGOs, artists, and communities.



# 2024 By the Numbers

In 2024, AGSI remained steadfast in its efforts to expand its audience and increase engagement. AGSI reached a record number of pageviews over the year, and the institute's committed and growing audience reflects its enduring relevance and resonance within the global conversation on Gulf affairs.





## Looking Ahead: AGSI 10th Anniversary and New Office



In 2025, AGSI celebrates its 10-year anniversary, commemorating a decade of impactful research, strong partnerships, and strategic growth. Over the past 10 years, AGSI has established itself as a leading force in the analysis of issues concerning the Gulf Arab states and U.S.-Gulf relations. The institute has provided a foundation for strategic decision making, both domestically and in the region, by informing policymakers, businesspeople, academics, media, youth, and others. AGSI has fostered thoughtful debate on the political, economic, energy, environmental, security, social, and cultural dimensions of the Gulf Arab states as well as their international relations.

As part of its continued growth, AGSI is excited to announce its relocation to a larger, state-of-the-art office space. This move not only reflects the institute's eye toward growth but also provides a dynamic environment for greater collaboration, innovation, and impact. The new office enables AGSI to better support personnel growth, host more scholars from the region, and foster an even stronger connection with partners, stakeholders, and friends of the institute. The expanded space is a tangible representation of AGSI's commitment to its mission and vision for the future.



# About AGSI

The Arab Gulf States Institute is an independent, nonprofit institution dedicated to highlighting the importance of the relationship between the United States and the Gulf region through free and open exchange of multiple points of view on issues that concern the Gulf.

AGSI strives to support this goal by:

- Providing expert analysis and thoughtful debate on the economic, energy, environmental, security, social, cultural, and political dimensions of the Gulf Arab states as well as their relations with the United States and other countries.
- Informing a global audience of policymakers, legislators, businesspeople, academics, media, youth, and others as the foundation for strategic decisions regarding this important region.
- Employing multiple avenues to inform public understanding of the importance of the relationship between the United States and the Gulf Arab states.
- Encouraging strong academic coverage by developing scholars who concentrate on the study of the region.

## Board of Directors\*

**Ambassador C. David Welch**, Board Chair; Former Senior Vice President, Bechtel

**Ambassador Douglas A. Silliman**, President, AGSI

**Ambassador Marcelle M. Wahba**, President Emerita and Distinguished Fellow, AGSI

**Bader AlRezihan**, Founder and Chairman, Mawarid Holding

**Christopher J. Davis**, Founder and Chief Executive Officer, Compass Rose Associates, LLC.

**F. Gregory Gause, III, PhD**, Professor Emeritus of International Affairs, Texas A&M University

**Ambassador Edward W. Gnehm, Jr.**, Former Kuwait Professor of Gulf and Arabian Peninsula Affairs, The George Washington University

**Nabil Habayeb**, Former Chief Executive Officer, GE in the Middle East, North Africa, and Turkey

**Bernard Haykel, PhD**, Professor of Near Eastern Studies, Princeton University

**Ebtesam Al-Ketbi, PhD**, Founder and President, Emirates Policy Center, Abu Dhabi

**George R. Salem**, Strategic Advisor, DLA Piper

**Fatima Al-Shamsi, PhD**, Former Secretary General, UAE University

**Khaled Sifri**, Director, Stra-tical

**Ambassador Frank G. Wisner**, Board Chair Emeritus; Foreign Affairs Advisor, Squire Patton Boggs

**Abdel Monem Said Aly, PhD**, Founding Director and Honorary Chair Emeritus; Chairman/CEO, Regional Center for Strategic Studies in Cairo

**\*As of December 2024**

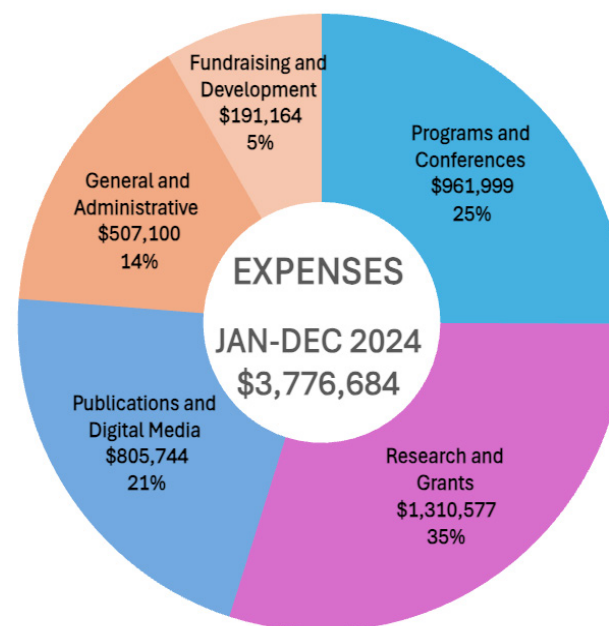





# Financials

## STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS FOR THE YEAR ENDING DECEMBER 31, 2024

	JANUARY - DECEMBER 2024		
	Without Donor Restrictions	With Donor Restrictions	Total
<b>SUPPORT AND REVENUE</b>			
Grants and contributions	77,551	3,000,000	3,077,551
Membership	25,000	-	25,000
Interest income	131,571	-	131,571
Contracts	24,558	-	24,558
Net assets released from donor restrictions	3,005,833	(3,005,833)	-
<b>TOTAL SUPPORT AND REVENUE</b>	<b>3,264,513</b>	<b>-</b>	<b>3,258,680</b>
<b>EXPENSES</b>			
<b>PROGRAM SERVICES</b>			
Programs and Conferences	961,999	-	961,999
Research and Grants	1,310,577	-	1,310,577
Publications and Digital Media	805,744	-	805,744
<b>TOTAL PROGRAM SERVICES</b>	<b>3,078,320</b>	<b>-</b>	<b>3,078,320</b>
<b>SUPPORTING SERVICES</b>			
General and Administrative	507,100	-	507,100
Fundraising and Development	191,164	-	191,164
<b>TOTAL SUPPORTING SERVICES</b>	<b>698,264</b>	<b>-</b>	<b>698,264</b>
<b>TOTAL EXPENSES</b>	<b>3,776,584</b>	<b>-</b>	<b>3,776,584</b>
<b>CHANGE IN NET ASSETS</b>	<b>(512,071)</b>	<b>(5,833)</b>	<b>(517,904)</b>
<b>NET ASSETS, BEGINNING OF THE YEAR</b>	<b>3,821,056</b>	<b>3,013,333</b>	<b>6,834,389</b>
<b>NET ASSETS, AS OF DECEMBER 31, 2024</b>	<b>3,308,985</b>	<b>3,007,500</b>	<b>6,316,485</b>







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BRIDGE THE GULF