

Annual Report

2022-2023

 **NEW LINES
INSTITUTE**
FOR STRATEGY AND POLICY

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ANNUAL REPORT 2022-2023

New Lines Institute for Strategy and Policy
Washington, D.C.
April 2024



Foreword

When I launched the New Lines Institute in June 2019, it was with the explicit purpose of “shaping U.S. foreign policy based on a deep understanding of regional geopolitics and the value systems of those regions.”

Our goal of provoking “principled transformative leadership” is particularly important at a time when increasingly divisive politics and a drift toward authoritarianism around the world obscure the nuances needed to effect lasting change.

The growth in the depth and breadth of our expertise over the last two years, combined with the readjustment of our institutional approach with connectivity at its heart, has allowed us to produce some of the best foreign policy analysis out there.

And our reorganization into portfolios allows us the flexibility to pick projects and areas of study that most reflect our guiding principles of peace, development, character, stewardship, community, and citizenship.

We are not trying to compete with the larger think tanks in the field of current events. Their long-term programs serve an important purpose in the ecosystem. This is not our domain. Instead, we are looking for more immediate impact in areas of study that do not typically benefit from wide attention.

We may not have a long-term China program, but we were able to mobilize the expertise and resources to focus on the Uyghurs when the treatment of ethnic minorities tipped into genocide. We may not have a Russia program, but we had the agility to tackle spe-

cific aspects of the conflict in Ukraine, like reparation mechanisms, sexual violence, and the risk of genocide. I could also speak about our work on the captagon trade in Syria or instability in the Western Balkans.

Our analyses in these areas, along with our work regarding gender and policy, energy connectivity, the Rohingya crisis, the lingering threat of transnational militant extremism, and the problem of extremism within the United States, has captured international attention and, in some cases, driven policy action.

If New Lines’ mission is to “provoke principled and transformative leadership” among our legislators and policymakers, I believe we have demonstrated that in spades. This annual report has tried to capture some of our successes.

The next phase of our development is about to begin. It will include the launch of our master’s degree in June 2024, which will train our next generation of young geopolitical talent. We are also launching an academic journal, which will provide us with a philosophical platform for our work.

I am looking forward to the future. And if you are inspired by what you read in this report and feel you’d like to be a part of it, do get in touch. I promise it will be a fun ride.

DR. AHMED ALWANI
Founder and President



“We’re looking for more immediate impact in areas that don’t typically benefit from wide attention.”

New Horizons for the Institute

The common thread across the organization, for this reporting period of 2022-2023, has been one of building our capabilities to achieve maximum impact.

Over the last two years, the New Lines Institute has endeavored to become more proactive in its response to the international agenda. We've increasingly sought to identify areas and opportunities that are not well served by larger think tanks, and harness our resources and expertise in directions where we are able to make a difference. This has required significant changes on a number of levels.

BUILDING OUR EXPERTISE

First, we needed to restructure the organization to make sure it was fit for purpose. Being responsive to shifting geopolitical priorities in near real-time required us to both **broaden and deepen the pool of expertise** available to the organization.

As a result, the team's size has increased by over 40% since 2021. But this has not been growth for growth's sake. We are not trying to compete with the largest think tanks. The increase in our headcount has allowed us to cover more regions and topics of strategic importance.

To our considerable knowledge and experience of regional geopolitics, previously centered around the Middle East, the organization has added expertise in regions including **Russia/Ukraine, China, Africa** and the **Western Balkans**; and topics like **gender**, and the **illicit drug trade**.

This does not so much signal a change in focus as an increase in flexibility. The expansion of our expertise has been underpinned by the shift to a more flexible structure of projects and portfolios geared toward impact. Fundamentally, this allows for a deeper, richer and more sophisticated understanding of geopolitical dynamics, which is essential to our new institutional approach.

BUILDING OUR INSTITUTIONAL APPROACH

The effectiveness of any U.S. policy depends on how others experience and process it. The work of the New Lines Institute is rooted in our guiding principles (see box on page 8), a belief that **understanding the unique context and worldviews of other nations is imperative** as we craft policies that relate to them.

As our institutional philosophy has matured, we've recognized as an organization how interwoven geopolitical issues have become. And we've sought to place that **connectivity at the heart of our analytical approach**.

To navigate the real world's complexity, we need a base of expertise that is both deep and varied. How can we possibly understand, for example, the true repercussions of the war in Ukraine without a deep exploration of gender dynamics? How can we understand Syria's diplomatic revival without taking the illicit trade of captagon in the region into account?

New Lines' methodology now spans a number of disciplines, including geopolitical analysis, human agency analysis, gendered analysis, intelligence analysis, and connectivity analysis, as well as deep subject matter expertise.



New Lines analysis has highlighted the local and global effects of the Russia-Ukraine conflict. (Photo by Adam Berry/Getty Images)

As the development of our approach has progressed, we have also experimented with a suite of **new publication formats** capable of responding to a specific analytical need. We will continue exploring these and innovating over the coming years.

BUILDING OUR IMPACT

By proactively **identifying areas where New Lines could make a difference** through an innovative approach, and then channeling our resources to make policy influence a reality – whether through media attention, policymaker engagement or the forging of alliances – the institute focused in 2022-2023 on bottom-line impact.

In 2021, the work we conducted on the **Uyghur genocide** showed how this approach worked in practice. The research had already generated a tidal wave of interest, including extensive top-tier media coverage, and an invitation for authors Azeem Ibrahim and Emily Prey to speak at an event in the European Parliament. The interest in that work carried on into 2022, with our research informing work across the U.S. Congress, the Canadian Parliament and the U.K. Parliament.

In 2022 and 2023, our investigation of the **potential genocidal nature of Russia's actions** in Ukraine was widely covered by the media; it was cited as evidence for the U.S. Senate's Resolution 713 on the matter; and it was mentioned numerous times in debates in the U.K. Parliament. Our research into **conflict-related sexual violence in Ukraine** and our proposal for a mechanism to ensure **reparations for Ukraine** attracted similar attention.

New Lines' research into the **illicit captagon trade**, published in April 2022, directly influenced a proposed amendment to the Illicit Captagon Trafficking Suppression Act in the House of Representatives' Committee on Foreign Affairs in November 2023. And the report's author, Caroline Rose, was invited to give evidence to the Foreign Affairs Committee of the U.K.'s House of Commons in June 2023.

Finally, we were pleased to show impact beyond the field of U.S. foreign policy. Domestically, our investigation of the **Three Percent movement** was referenced in the Jan. 6 committee's final report. And internationally, our work on **terrorism prevention in the Sahel**

has been shaping policy at the U.N. level and regionally in West Africa, as well as in the U.S. State Department, the U.S. Department of Defense and the U.S. military.

BUILDING OUR LEGACY

As the New Lines Institute matures as an organization, we are intent on sharing what we have learned. Over the last couple of years, the institute has developed **its own program of analytical products**, including custom training sessions and geopolitical crisis simulations.

These products are available to organizations including universities, corporations, and nongovernmental organizations. We have rolled these out to a number of organizations already in the last year, and look forward to continuing doing so over the coming years.

We are also delighted to be launching in June 2024 our **Master of Arts in Strategy and Policy Fellowship Program**. We see developing the next generation of foreign policy practitioners as a duty for the sector – and for ourselves as an organization – in order to help decision makers craft policies able to meet the national security challenges of the 21st century.

Our institutional philosophy

- ✚ The New Lines Institute envisions a world that fulfills its potential and in which people and nations can thrive.
- ✚ Our vision is inspired by a holistic view of the world, one that recognizes human interconnectedness and aims to achieve harmony and balance.
- ✚ We see a universal connection among people based on core principles regardless of race, color, religion, origin, ethnicity, or any other factor.

Our guiding principles

Our work is guided by five core principles:



PEACE

The foundations on which we build prosperity and human fulfillment.



DEVELOPMENT

The process by which we reach our potential as human beings and societies.



COMMUNITY AND CITIZENSHIP

A sense of belonging to something bigger than ourselves – be it global, national or local.



CHARACTER

The expectation that all leaders should make brave decisions in good faith and in a principled way.



STEWARDSHIP

A sense of responsibility and care toward all people and things that depend on us.



LEFT: Members of the organized crime unit of the Kurdish Internal Security Police Force. (Photo by Delil Souleiman/AFP via Getty Images) RIGHT: Protest to bring awareness to the fate of indigenous women, near Yuma, Arizona. (Photo by Katie McTiernan/Anadolu Agency via Getty Images)





NEW LINES MAGAZINE





Annual Report 2022-2023

New Lines Magazine launched in October 2020 with the intended aim of showcasing coverage from around the world, from the perspective of authors and journalists who are from the region in question.

If the first year and a half of the magazine's existence was about establishing its credentials, the past two years have been about growth. From the extension of the scope of its coverage, to the sizable increase in its online reach, via the appeal to a new readership in print, the story of New Lines Magazine has been about developing – and varying its offerings.



LEFT: Cover of New Lines Magazine Winter 2023.
RIGHT: Illustration by Joanna Andreasson (New Lines Magazine 2022).



Coverage

Over the last two years, New Lines Magazine has made major changes to its coverage. From its original focus on the Middle East, the magazine has expanded its horizons to become a “local magazine for the world.”

This has allowed us to cover important issues from Syria to South Africa, and from Mexico to Myanmar. The magazine has given space to stories from parts of the world that many media organizations regularly neglect.

One mission the magazine had set itself had been to discover new writers and go straight to sources to write their own stories. Over the last two years, New Line Magazine has featured approximately 500 writers, and has brought authors who previously did not write in English to an American audience.

In a world of soundbites and disposable content, the magazine has continued to experiment with its trademark long-form formats (essays, podcasts, first-person accounts), regularly pushing conventional word limits to allow readers to immerse themselves in a new topic every day.

Awards

Over 2022-2023, New Lines Magazine was fortunate to receive three awards, and one honor. The magazine won a Web Award in 2023 for the best magazine website. Our Lede podcast was also honored at the Webby Awards in 2023.

Meanwhile, New Lines Magazine's exposé about the massacre of 288 civilians in Syria won two awards: best feature at the One World Media Awards, and the Chair's Award at The Drum's Online Media Awards.

Venturing into print

In October 2022, the magazine announced an ambitious goal of going to print, almost exactly two years after its launch. In January 2023, New Lines Magazine officially became a print magazine, with issues running quarterly and available year-long at Barnes & Noble stores across the United States.

In October 2023 – its third anniversary – New Lines Magazine launched online print subscriptions and narrations for its stories, bringing the magazine closer to its readers and broadening their experience of long-form essays.

Readership

Although New Lines Magazine is considered small with between five and 10 stories published per week – akin to a subsection of a large legacy media publication – it punches above its weight in terms of readership. The reporting period saw traffic ranging from a quarter of a million to close to 2 million readers per month.

Readers came from every corner of the world, with its top readership coming from the United States (which accounted for over half of the visits), followed by the United Kingdom, India (with a significant increase from previous years), Canada, Australia, Pakistan (also a significant increase), the Netherlands, France, and Turkey.

Partnerships and events

In the spring of 2023, New Lines Magazine partnered with New York University to hold a semester-long Practitioner in Residence on the theme of 'Reimagining Middle East Coverage'. The program culminated with a live event in New York in May 2023.

Since June 2023, the magazine also has held over a dozen public events across three continents focused on war journalism and global affairs.

Real-world impact

Many stories published in New Lines Magazine moved the needle, leading to actual change in the world. These included:

- Following New Lines Magazine’s award-winning story, “How a Massacre of Nearly 300 in Syria Was Revealed,” the killer was brought to justice.
- New Lines Magazine was the first to report on a lecturer at Hamline University who was fired after showing a painting of the Prophet Muhammad in class. The story spread across mainstream media after New Lines broke the story.
- While working on a Nigeria investigation for New Lines, reporters provided the Nigerian army with an opportunity to comment on their findings that people were being detained at an army barracks without access to lawyers or contact with their families. Some of them had been detained in these conditions for close to a decade. Following the request for comment, a family interviewed by the journalists reported that detainees had been given access to call their families for the first time in years.

In numbers

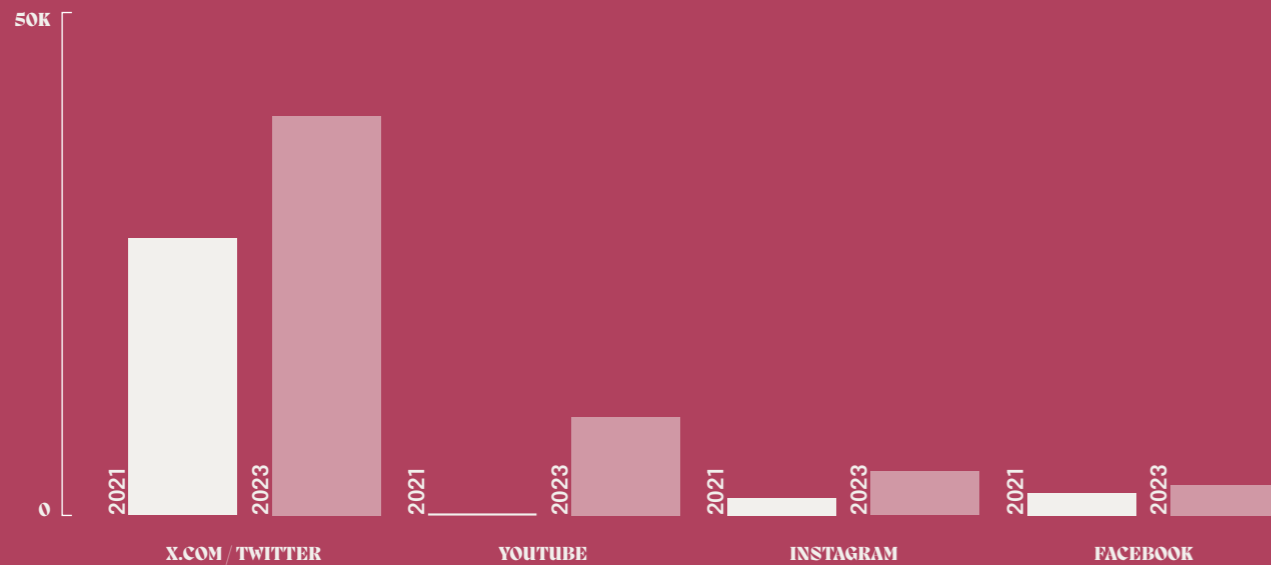
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Industry awards in 2022-2023

21

Nominations for industry awards in 2022-2023

Growth in social media followers for New Lines Magazine by platform





(Photo by Attila Husejnow/SOPA Images/LightRocket via Getty Images)

Our expert analysis

The New Lines Institute has a unique institutional approach to analysis – stemming from our guiding principles – which we have refined over time.

We value scholarly rigor and analytical empathy that steers clear of advocacy and prejudice. It is our belief that true insight emerges from understanding the imperatives, anxieties, and constraints of all political actors involved in an issue. And we have placed interconnectivity at the heart of our analytical approach.

In line with these beliefs, the institute’s methodology spans a number of disciplines, including geopolitical analysis, human agency analysis, gendered analysis, intelligence analysis, and connectivity analysis, as well as deep subject matter expertise.

Our efforts to produce analysis and forecast-driven policy recommendations enable us to provide strategic forecasts on issues while capturing the nuances of local contexts.

NEW PUBLICATION FORMATS

The New Lines Institute continually reviews its publication types to ensure they are fit for purpose. In 2022-2023, we launched four new formats, each of which responds to a different need.

Dossier

Influenced by U.S. government intelligence dossiers, the New Lines “Dossier” bridges the gap between subject matter expertise and policymaking spaces with an academic-quality, intelligence-style report. Each Dossier takes a deep dive into an under-covered or misunderstood issue or region, contextualizing relevant content within a broader geopolitical context to present detailed, scholarly research and analysis to a policy audience.

Example

The Wagner Group: A Model for Future Russian Foreign Policy in Africa

Practitioner’s Perspective

Occasionally, we publish thought pieces from select individuals who have had distinguished careers in foreign policy. The “Practitioner’s Perspective” is more than just analysis; it is designed to impart wisdom based on extensive experience in the field.

Example

Lebanon and Israel: Moving Beyond the Maritime Agreement

Anthologies

“Anthologies” are a new format we explored over this reporting period. They are collections of essays exploring issues from a number of different perspectives. As such, they offer deep dives on key topics.

Example

Universal Values and Foreign Policy

Fresh Voices Blog

The New Lines Institute’s “Fresh Voices blog” aims to showcase new talent in the sphere of foreign policy, geopolitics, and analysis. It seeks to be a space for fresh voices to showcase their ideas, recommendations, and insights, and for readers to hear viewpoints from outside established policy circles.

Example

The Saudi-Iranian Rapprochement and the War in Yemen



A demonstrator holds a Russian flag in March 2023, during a march in support of Russia and China’s presence in the Central African Republic. (Photo by Barbara Debout/AFP via Getty Images)

EXISTING FORMATS

In addition to our new publication types, we continue to produce analysis in our pre-existing analytical formats.

Net Assessment

As the flagship publication of the New Lines Institute, the “Net Assessment” has been the most frequently published type of analysis to date. It identifies an issue of geopolitical significance, separating it from the ever-increasing volume of open-source information. The “Net Assessment” explains why the issue unfolded in the way it did and how it will likely evolve barring any interventions. It concludes with suggestions on countermeasures that U.S. policymakers can engage in to mitigate risk.

Terrain Analysis

Many issues of strategic relevance are poorly understood. Our signature policy product, the “Terrain Analysis”, captures their granular nuances in order to explain why the actors involved behave the way they do. It offers the much-needed balance between the big picture and the various moving parts. “Terrain Analyses” are intended to improve situational awareness on underappreciated yet strategically vital topics.

Policy Report

At the New Lines Institute, we strive to produce “Policy Reports” that are not simply long, detailed assessments but that actually

offer concrete policy advice. In keeping with our innovative analytical methodology, these reports put forth recommendations distilled from analysis and forecasting. The “Policy Report” is thus different from all our other products in that it is prescriptive-heavy. It is designed to provide actionable solutions for resolving complex policy challenges.

Intelligence Briefing

Although we produce them less often than our other publications, we do publish lengthier reports we call “Intelligence Briefings”. The briefing is the vehicle through which we deliver information that is not publicly available or about which very little is known. “Intelligence Briefings” are highly focused assessments of select issues that we feel policymakers should understand at the granular level. While rich in details, the briefing is not a compilation of raw data; rather, it is information analytically woven together.

Expert Review

The “Expert Review” is a brief analysis produced by the New Lines Institute experts to comment on significant developments that impact their areas of research. The analyses found here are built on our foundational methodology and are designed to respond to events and trends as they occur.

In numbers

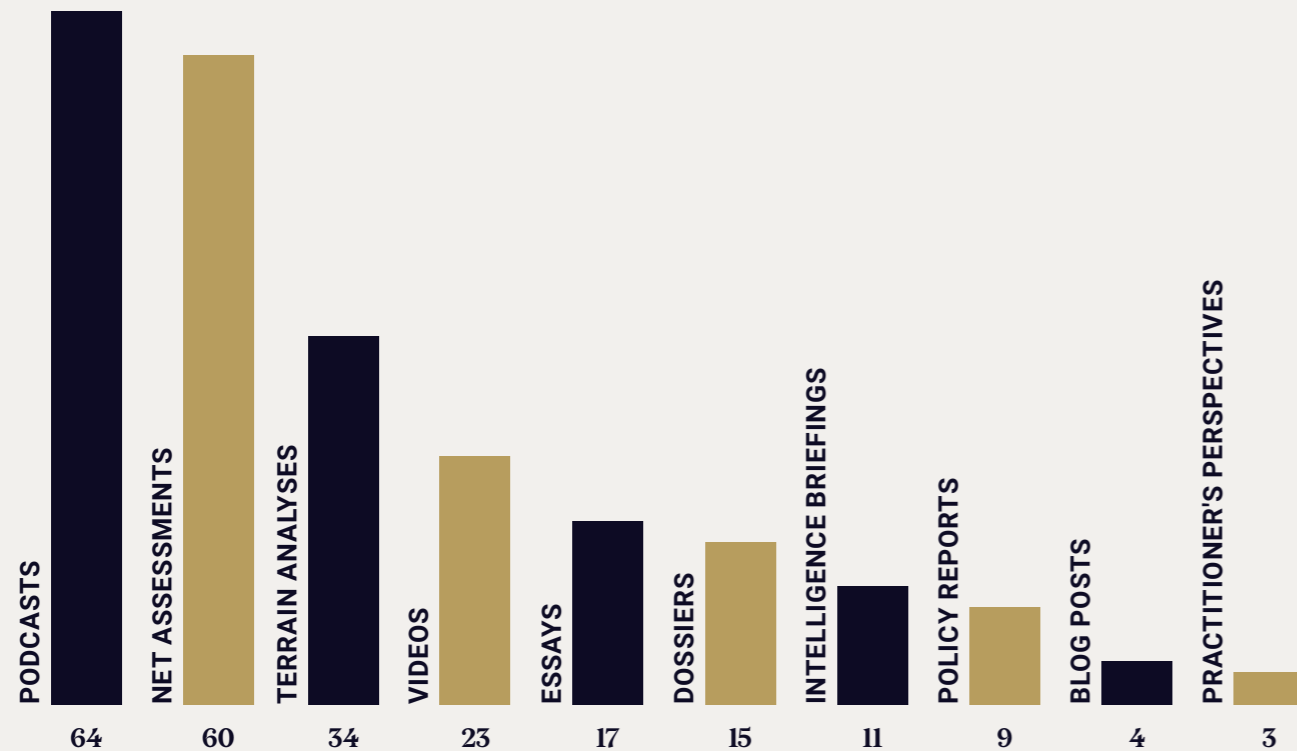
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Number of publications
in 2022-2023

122

Number of authors
in 2022-2023

New Lines Institute's publication formats in 2022-2023

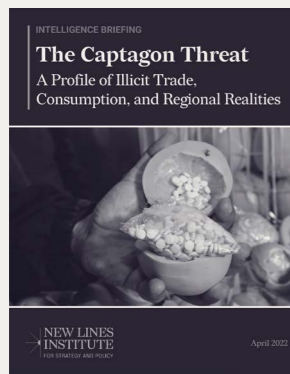


Contributing authors in 2022-2023

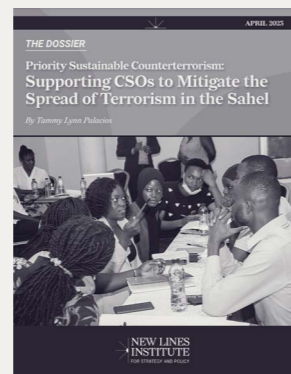
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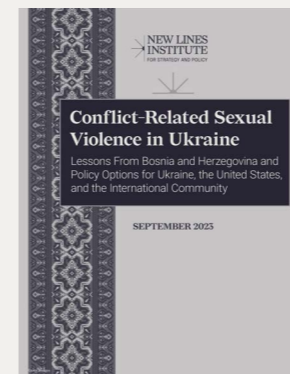
Sample of New Lines research and analysis



The Captagon Threat: A Profile of Illicit Trade, Consumption, and Regional Realities
by Caroline Rose and Alexander Söderholm



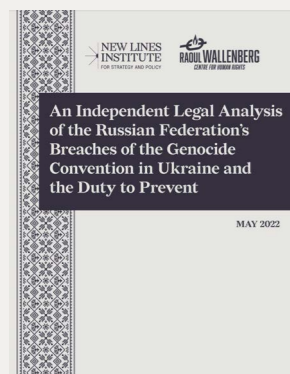
Priority Sustainable Counterterrorism: Supporting CSOs to Mitigate the Spread of Terrorism in the Sahel
by Tammy Palacios



Conflict-Related Sexual Violence in Ukraine: Lessons From Bosnia and Herzegovina
by Emily Prey, Tanya Domi and Kinsey Spears, foreword by Baroness Helena Kennedy KC



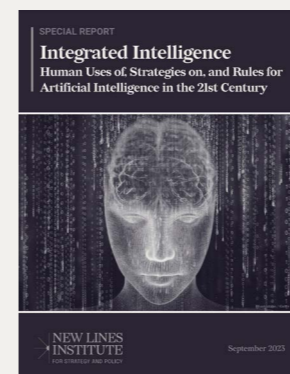
Preparing for Withdrawal from Syria: Building an Immigration Program for U.S. Partners of Operation Inherent Resolve
by Col. Myles B. Caggins III and Carolyn Moorman



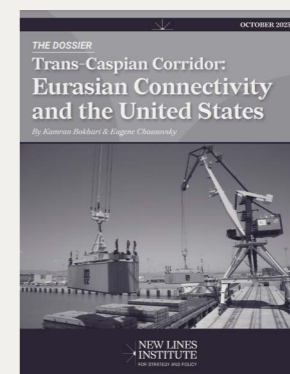
An Independent Legal Analysis of the Russian Federation's Breaches of the Genocide Convention in Ukraine and the Duty to Prevent
with Raoul Wallenberg Centre for Human Rights, by Yonah Diamond, Emily Prey et al., foreword by Azeem Ibrahim



Multilateral Asset Transfer: A Proposal for Ensuring Reparations for Ukraine
by Yuliya M. Ziskina, foreword by Azeem Ibrahim



Integrated Intelligence: Human Uses of, Strategies on, and Rules for Artificial Intelligence in the 21st Century
by Anthony Elghossain



Trans-Caspian Corridor: Eurasian Connectivity and the United States
by Kamran Bokhari and Eugene Chausovsky



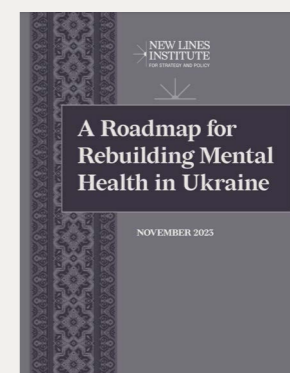
Protecting the U.S. Government from Far-Right Insider Threats
by Alejandro Beutel and Daryl Johnson



The Looming Challenge in U.S.-Israel Security Cooperation
by Calvin Wilder and Nicholas A. Heras



The Wagner Group: A Model for Future Russian Foreign Policy in Africa
by Riley Moeder

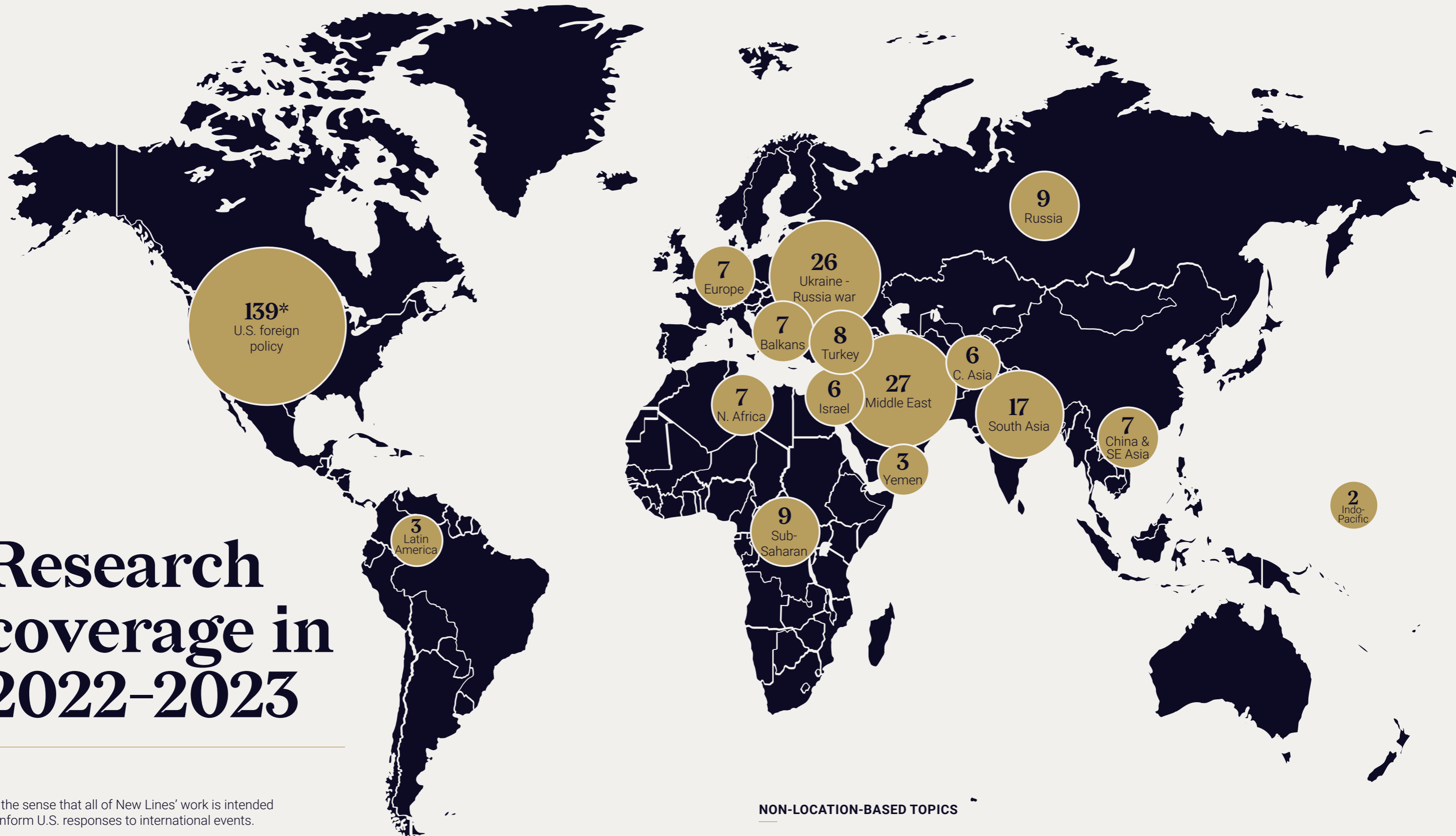


A Roadmap for Rebuilding Mental Health in Ukraine
by Alysha Tagert, foreword by Azeem Ibrahim



Research coverage in 2022-2023

*In the sense that all of New Lines' work is intended to inform U.S. responses to international events.



NON-LOCATION-BASED TOPICS



Our areas of interest

In 2022-2023, New Lines shifted toward a structure based on projects and portfolios, allowing the organization to become more responsive to international geopolitical priorities as they emerge, and to focus on where it can add value.

Previously organized around programs, the institute was keen to be more agile. Programs are seen as long-term centers of knowledge and research, which provide depth of knowledge over a period of time. While these are a very important way of organizing the study of a particular topic, we felt this approach was already accounted for across the think tank sector.

Instead, we wanted to be able to respond to developments in international affairs and geopolitics as they occurred, and to shine a light on issues that might otherwise remain relatively unexplored. Our new structure is articulated around projects, which are shorter-term efforts, and grouped together as portfolios where they complement each other. This allows us to be flexible, and to make an impact by virtue of focusing on issues where New Lines can make a difference.

EURASIAN SECURITY & PROSPERITY

Eurasia represents the focal point of U.S. foreign policy interests. Besides being the planet's single largest landmass, what makes Eurasia significant for Washington is that it is book-ended by two principal U.S. adversaries: China and Russia. The Eurasian supercontinent is also where other emergent powers such as India, Turkey, Iran, and Japan are projecting influence. In line with the principles-driven mission and vision of New Lines, the Eurasian Security & Prosperity Portfolio helps our nation's decision makers craft policies that will enable the U.S. to advance human connectivity across Eurasia and beyond.

GENDER POLICY

Gender equality is linked to national security, higher GDP rates, increased productivity, and lower rates of conflict. New Lines Institute believes that U.S. foreign and domestic objectives would be strengthened with consistent gender and intersectional analyses woven throughout U.S. policy. As such, the

Gender Policy Portfolio seeks to enhance the role of gendered analyses in the foreign and domestic policy spaces. It engages with gender specialists to develop fresh perspectives on issues including national security, health care, and democratic resilience.

MASS ATROCITIES AND INTERNATIONAL LAW

The New Lines Institute's Mass Atrocities and International Law Portfolio focuses on global issues of interest to policymakers. Projects include the Global Rohingya Initiative, the persecution of China's Uyghur and other Turkic Muslim minorities, the Russian Federation's breaches of the Genocide Convention in Ukraine, and the Multilateral Asset Transfer Model for Reparations for Ukraine. Our projects produce research and analysis that is timely, targeted, and designed to be highly impactful from a policy perspective.

GLOBAL ENERGY CONNECTIVITY

Energy has a significant impact, both on the lives of everyday people and on the global balance of power. Whether in terms of fossil fuels or the development of renewable sources, energy shapes geopolitics, and vice versa. The Global Energy Connectivity Portfolio explores the intersection of energy, geopolitics, and climate change on a global level. It aims to help the U.S., and the rest of the world, address climate change in a more sustainable and impactful fashion, while at the same time anticipating and mitigating the geopolitical risks related to energy security, to create a more strategic and stable transition to meeting climate goals.

STRATEGIC BLIND SPOTS

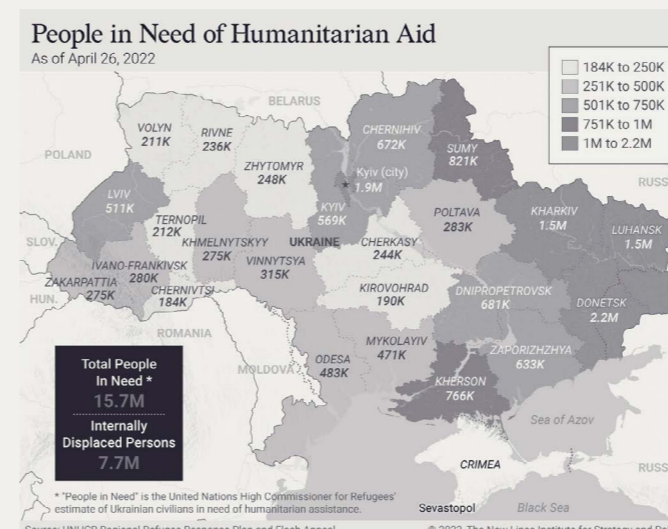
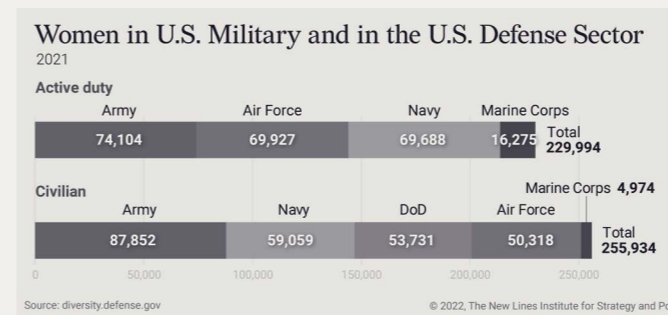
As the U.S. pursues its vision for a more stable and secure international order abroad, challenges have emerged under Washington's radar. What are these "blind spots" in foreign and defense policy that have the potential to jeopardize local stability and human security, as well as the interests of the U.S. and its partners? The Strategic Blind Spots Portfolio explores specific challenges and flash points that have the potential to threaten core U.S. interests abroad. Emerging conflicts, illicit trades, actors' incentive structures and behavioral patterns, and shifting defense priorities, each can fuel and shape power vacuums over time.

FUTURE FRONTIERS

Living in a time of transformative change, humans lack settled strategies, laws, policies, and practices for our future frontiers. To maximize benefit and minimize harm, we need to craft these approaches while learning lessons from the past and applying imagination, reason, and care to the future. The Future Frontiers portfolio focuses on humans who create, introduce, adopt, and live with technology, including AI and robotics, in politics and societies. It considers other emerging areas of activity: seas, ocean floors, and outer space. And it looks at humanity itself: our minds, our genomes, our societies, our species.

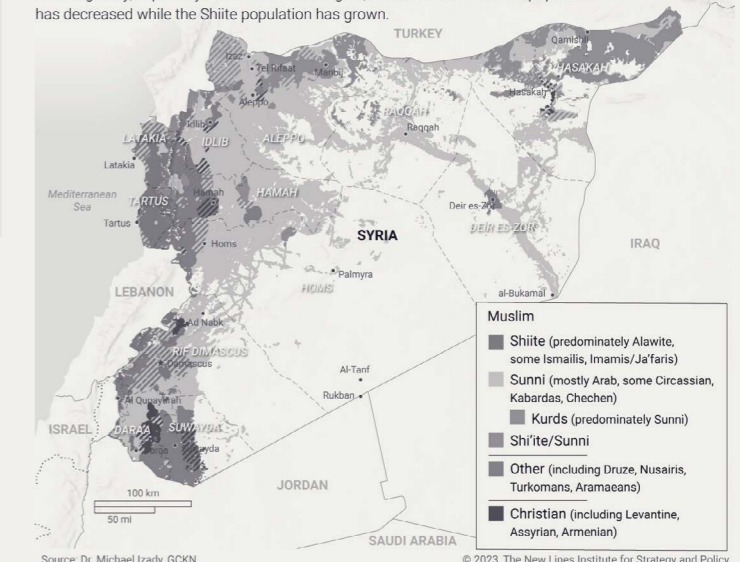
OTHER INITIATIVES

At times, some issues warrant more consideration than they have received, for one reason or another. This is what New Lines Institute's special initiatives seek to address. Here, we look at specific issues of significant importance to U.S. policymakers, but which have not received enough attention, such as instability in the Western Balkans, terrorism prevention in the Sahel, or (previously) the role of the Wagner Group.



Religious Makeup of Syria

Since the start of Syria's civil war in 2011, Syria's population and demographics have shifted greatly, especially in the Damascus region, where overall the Sunni population has decreased while the Shiite population has grown.



From religious groups in Syria to humanitarian aid in Ukraine, via women in the U.S. military – a sample of the broad-ranging, proprietary analyses conducted by the New Lines Institute.

Impacting public debate

The New Lines Institute's new approach has seen us increasingly focus on areas where we can make an impact.

In 2022-2023, we shifted to a model that allowed us to be more responsive to current geopolitical priorities – identifying areas and opportunities for policy impact, and then channeling our resources toward that aim.

Directly influencing public policy has certainly represented proof of impact for the institute. However, other indicators of success – often more upstream – include bringing issues to the media's attention, forging alliances, making connections, and shaping narratives online.

SHAPING POLICY

In April 2022, the New Lines Institute published an exposé of the Syrian economy's increased reliance on the **captagon trade**, and how Syrian actors aligned with the Assad regime exploit this illicit drug for their political ends. This research was followed by several articles over the course of 2022 and 2023.

As a result, the director of New Lines' Strategic Blind Spots Portfolio, Caroline Rose, was invited to give evidence to the U.K. Parliament's House of Commons' Foreign Affairs Committee in June 2023. The captagon report was also cited as evidence on the floor of the U.S. House Committee on Foreign Affairs in November 2023 to support a proposed amendment to the Illicit Captagon Trafficking Suppression Act.

Meanwhile, New Lines' research on the **Uyghur genocide** and on **China's treatment of ethnic minorities** continued to influence debates across the West, being mentioned at least four times across the floors of the U.S. Congress, the Canadian Parliament and the U.K. Parliament, among others.

Our research on the **risk of genocide in Ukraine** and **reparations** guided U.S. policymakers, with the former being cited as evidence for the Senate's Resolution 713, which sought to recognize Russian actions in Ukraine as genocide; and also particularly in Europe, with four mentions in debates in the U.K. Parliament.

Elsewhere, New Lines' report on the **Three Percenters** was referenced in the House Jan. 6 committee's final report.

Finally, our research into **prevention of terrorism in the Sahel** led to senior analyst Tammy Palacios briefing two U.N. agencies (UNCTED and UNOCT). In addition to domestic engagements with the U.S. State Department, the U.S. Department of Defense and the U.S. military, she led multiple engagements with ministerial representatives, ambassadors, presidential advisors, and over 50 local actors and civil society organizations from all over West Africa.

Overall, in 2022-2023, New Lines programs had close to 500 governmental engagements.



TOP: Caroline Rose, director of New Lines' Strategic Blind Spots Portfolio, gives evidence in the U.K. Parliament, June 2023.



MIDDLE (L-R): Tammy Palacios, senior analyst for New Lines' Priority Sustainable Counterterrorism Initiative, meets civil society actors in Ghana (Inter-Generational Dialogue conference, Reach-Aid Ghana). BOTTOM: Palacios attends U.N. Counter-Terrorism Week.



These included briefings, meetings, and events involving:

The White House ✎ U.S. State Department ✎ U.S. Department of Defense ✎ U.S. Army ✎ U.S. Central Command ✎ U.S. Special Operations Command ✎ U.S. Military Academy, West Point ✎ U.S. Agency for International Development ✎ Defense Intelligence Agency ✎ National Security Council ✎ Senate Foreign Relations Committee ✎ House Foreign Affairs Committee ✎ Congressional Research Service ✎ United Nations and its agencies ✎ NATO ✎ Multiple embassies (Washington, D.C., and abroad) ✎ Multiple foreign ministries of U.S. international partners

BRINGING ISSUES TO THE MEDIA'S ATTENTION

Over 2022-2023, the New Lines Institute featured in 70 distinct media outlets (excluding newswires and other syndicate websites). Members of the New Lines Institute team authored 95 op-eds and were interviewed or quoted a further 167 times.

Among our most significant op-eds were:

- *The Wall Street Journal*: "The U.S. Should Upgrade Its Central Asia Strategy," by Kamran Bokhari
- *The Telegraph*: " Hamas atrocities have nothing to do with 'jihadi pill' captagon," by Caroline Rose
- *War On The Rocks*: "In Brief: the conflict between Israel and Hizballah," by Faysal Itani et al.
- *Foreign Policy*: "How to Use Russia's Frozen Assets to Rebuild Ukraine," by Azeem Ibrahim
- *Foreign Policy*: "Why Mediation Around Ukraine Keeps Failing," by Eugene Chausovsky
- *Foreign Affairs*: "The Search for Stability in Afghanistan," by Kamran Bokhari
- *The National Interest*: "Can Nigeria's New Government Address Its Growing Security Challenges?," by Tammy Palacios and Azeem Ibrahim
- *Foreign Policy*: "Yemen Has Become an Iranian Proxy War Against Israel," by Nicholas A. Heras and Katherine Zimmerman

Overall, the New Lines Institute's work was mentioned close to 6,000 times in the media. After the extensive coverage generated by the institute's work on **the treatment of the Uyghurs** in 2020-2021, it was the research into Ukraine that drove the most media coverage in 2022-2023.

The report on the **risk of genocide in Ukraine**, published in May 2022 in partnership with the Raoul Wallenberg Centre for Human Rights, was broken as a *CNN* exclusive, and was subsequently covered by many top-tier news outlets including *The New York Times*, *The Washington Post*, *The Guardian*, *Le Monde*, *Forbes*, and *Axios*, to name a few.

CNN and *DW News* both interviewed Emily Prey, director of New Lines' Gender Policy Portfolio, in September 2023 about her research on **conflict-related sexual violence** uncovered in Ukraine. *CNN* online and other media outlets including *N1* and *VOA* in Bosnia also covered the story, which was cited as an example of the impact of sexual violence in times of conflict.

Palacios appeared multiple times on Jordan-based media outlet *Al Ghad TV*, to offer insight on a number of issues, including the **Wagner Group's presence in Africa** following the death of leader Yevgeny Prigozhin, the **coup in Niger**, **counterterrorism in West Africa**, the state of the **threat of al Qaeda and ISIS** globally, **Pakistan**, and **gun control in the U.S.**

Top 10 online media coverage in 2022-2023

(By estimated reach)

1. *MSN.com*: "U.S. can help Uzbekistan build resilience against Russia & China"
2. *The New York Times*: "Ferocious Russian Attacks Spur Accusations of Genocide in Ukraine"
3. *CNN*: "Exclusive: Leading experts accuse Russia of inciting genocide in Ukraine and intending to 'destroy' Ukrainian people"
4. *The Hill*: "The West cannot allow 'Ukraine fatigue' to overcome us"
5. *Atlantic Council*: "New report highlights evidence of escalating Russian genocide in Ukraine"
6. *France 24*: "Iran, Russia, Turkey presidents to talk Syria war in Tehran"
7. *MSN.com*: "To help end the war in Ukraine, seize Russia's state assets and use them for reparations"
8. *BBC*: "Saudi Arabia seizes record 46 million amphetamine pills hidden in flour"
9. *CNN*: "World must learn from Bosnian war in dealing with sexual violence in Ukraine conflict, report says"
10. *Al Jazeera*: "Shooting down drones isn't enough to stop Jordan's crystal meth problem"

HOSTING EVENTS

The New Lines Institute organized 25 events over the course of 2022-2023. In 2022, in the aftermath of the pandemic, only two of the seven events held by the institute were **live and in person**. In 2023, normal service resumed, with 17 out of New Lines' 18 events live.

However, the story of New Lines' events post-COVID-19 is also one of **digitization**. As a result of the pandemic, New Lines – like many other organizations – ramped up its capabilities for online events. In 2022, 100% of our events were digitally enabled (i.e. either hybrid or fully virtual). And while the effects of the pandemic are largely behind us, the digitization persists – in 2023, two-thirds of our events remained digitally enabled.

The subjects of New Lines' events reflected the **extension of our topical coverage and our new expertise**. While our original focus on the Middle East and North Africa was represented in 20% of our events, new

topics also made an appearance – including gender in geopolitics (20%), China (13%), Russia-Ukraine (10%), the captagon trade (7%), and the Western Balkans (3%).

Highlights included:

- Project Launch: Post-Withdrawal Implications (New Lines Institute office and online)
- Turkish Elections and Opportunities for De-Escalating the Kurdish Conflict (University Club and online)
- The Wagner Group: A Model for Future Russian Foreign Policy in Africa (University Club and online)
- The Strategic Implications of Kazakhstan's Political Economic Reforms (Capitol Hill Club and online)
- The Future of the U.S.'s Counter-Captagon Strategy (New Lines Institute office and online)
- Monthly Gendering Geopolitics Book Club (New Lines Institute office)

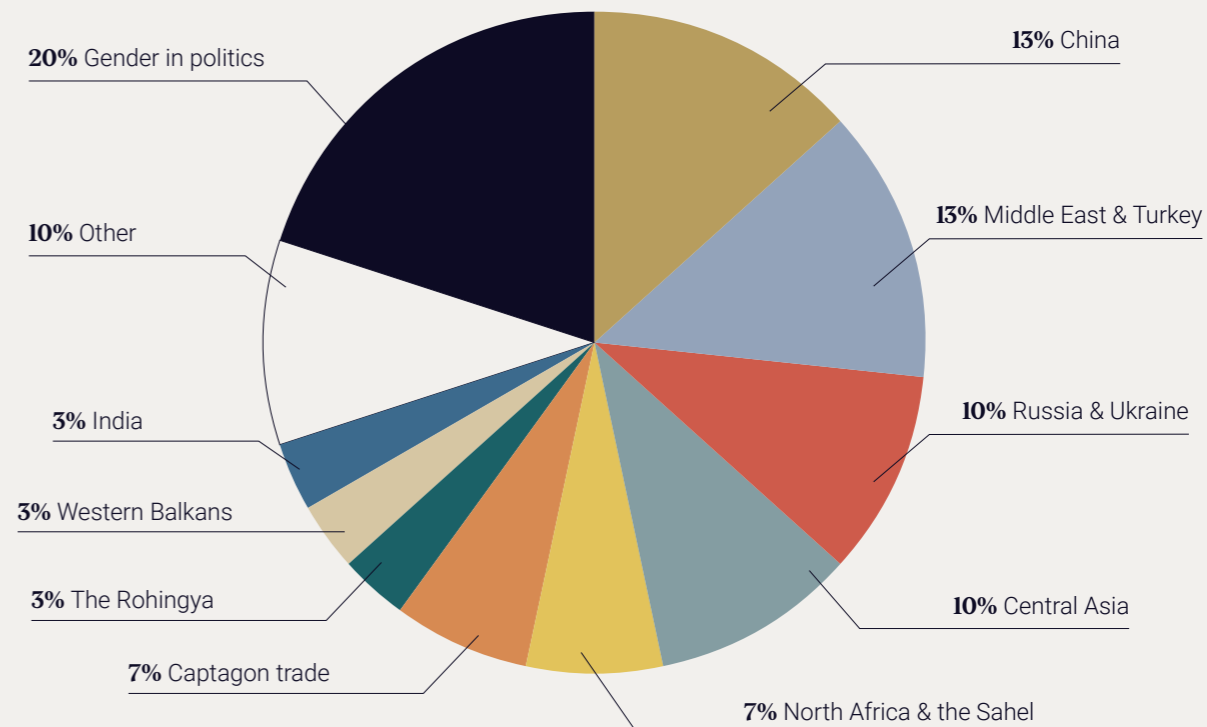
LEFT: Kamran Bokhari, senior director at New Lines Institute, interviewed on CTV News, October 2022. RIGHT: Emily Prey, director of New Lines' Gender Policy Portfolio, interviewed on CNN, May 2022.





TOP LEFT: Senior director Azeem Ibrahim hosts a panel on the future of the Western Balkans. BOTTOM LEFT: Director Caroline Rose and analyst Carolyn Moorman host a panel featuring senior non-resident fellow Col. Myles B. Caggins III for the launch of their project "Post-Withdrawal Implications." RIGHT: Director Emily Prey speaking at a panel discussion on U.S. & U.K. leadership on the Women, Peace and Security Agenda.

Topics of New Lines Institute's events in 2022-2023*



*Numbers may not add up to exactly 100% due to rounding.

DRIVING THE ONLINE CONVERSATION

In 2022-2023, the New Lines Institute continued to **tell the story of its work through its own online channels**. At the heart of its online presence is the institute's website, which attracted just shy of 1 million website visits over that period.

The most popular articles on the website reflected our new extended areas of expertise. Gender, Russia-Ukraine, captagon, and India were all well-represented in the top 10 – and dovetailed seamlessly with New Lines' traditionally more familiar topics of Northern Syria, Turkey and Pakistan.

Our podcasts have also been a highly effective format to reach new audiences. New Lines produced 64 podcast episodes over the reporting period, across two podcasts. *Contours* – regularly hosted by team members including Carolyn Moorman and previously Nicholas A. Heras – takes the form of fireside chats with some of the brightest minds in the space. It also provides the platform for topical series such as *Gendering Geopolitics*, hosted by Prey.

In parallel, *Eurasian Connectivity* – hosted by Kamran Bokhari – offers regular Eurasia-focused analysis. It features intelligence, forecasts, and prescriptions on the most significant foreign policy challenges in the region.

At the same time, New Lines team members continued to feature as guests on reputable third-party podcasts. For example, Senior Director Faysal Itani appeared on the *War On The Rocks* podcast to discuss how Israel's war in Gaza might affect its relations with other Gulf countries.

Overall, New Lines' activity saw the organization, its work and its experts mentioned online over 18,400 times over the period.

Our social media follower base continued to grow. X.com – formerly known as Twitter – comfortably remained our social media platform of choice, though the digital team will be monitoring the value in terms of real-time conversations and agenda-setting, of relative newcomers in the space, like Bluesky and Threads. We will also continue to connect with professional audiences via LinkedIn. Meanwhile, Facebook remains a window to a small but highly engaged public audience.

In numbers

25

Events organized in 2022-2023

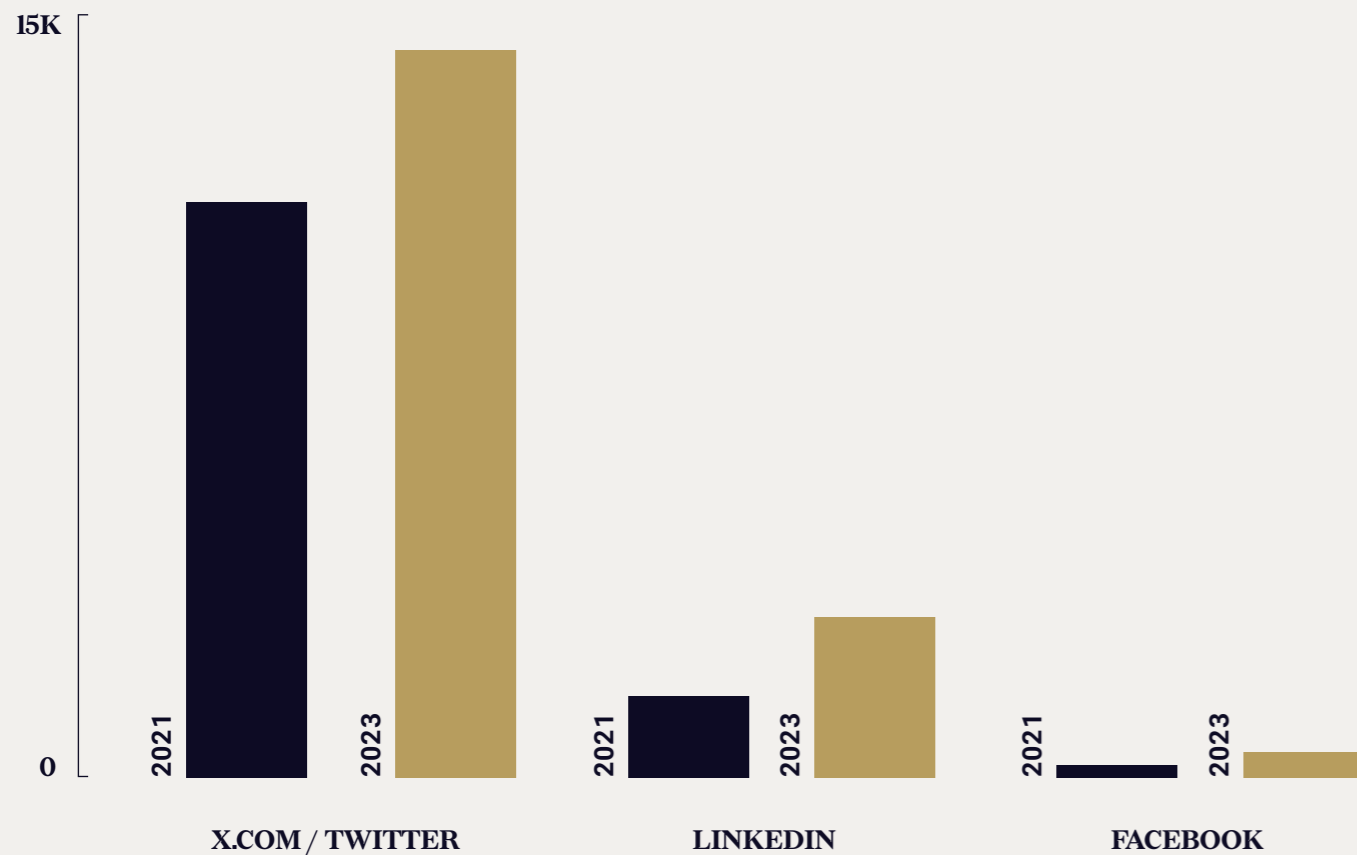
664

Event attendees aggregate in 2022-2023

2/3

Share of events held in 2023 that were digitally enabled

Growth in social media followers in 2022-2023



X.COM IN NUMBERS

Total outbound tweets: 4.46k
 Total engagements: 96.6k
 Total post link clicks: 26.3k
 Total video views: 20.5k
 Total impressions: 4.3M

LINKEDIN IN NUMBERS

Total updates: 2.7k
 Total engagements: 5.3k
 Total post link clicks: 3.5k
 Total page views: 13.3k
 Total update impressions: 161k

FACEBOOK IN NUMBERS

Total posts: 2.8k
 Total engagements: 2.1k
 Total post link clicks: 452
 Total video views: 766
 Total impressions: 55.6k

Top 10 most-read articles in 2022-2023

(By page views)

1. "What About the Boys: A Gendered Analysis of the U.S. Withdrawal and Bacha Bazi in Afghanistan," by Emily Prey and Kinsey Spears
2. "What Heavy Weapons the West Has (and Hasn't) Sent Ukraine," by James Rushton
3. "The Kadyrovtsy: Putin's Force Multiplier or Propaganda Tool?" by Munira Mustaffa
4. "An Independent Legal Analysis of the Russian Federation's Breaches of the Genocide Convention in Ukraine and the Duty to Prevent," by Yonah Diamond, Emily Prey et al., foreword by Azeem Ibrahim
5. "The Gangs of Northern Syria: Life Under Turkey's Proxies," by Elizabeth Tsurkov
6. "Russian Success or Failure in Ukraine Will Define Global Security for Decades," by Sim Tack
7. "Hindutva Is Turning India into an Autocracy," by Syed Mohammad Ali
8. "The Captagon Threat: A Profile of Illicit Trade, Consumption, and Regional Realities," by Caroline Rose and Alexander Söderholm
9. "Pakistan Faces Rising Separatist Insurgency in Balochistan," by Hari Prasad and Wil Sahar Patrick
10. "Why Are Refugees Returning to Ukraine?" by Alice Hickson



LEFT: The Syrian National Army prepares for an operation against the PKK in northern Syria in July 2022. (Photo by Bekir Kasim/Anadolu Agency via Getty Images) RIGHT: Muslims and people from different religions offer prayers as tribute to the victims of sectarian riots over new citizenship law in New Delhi in 2020. (Photo by Narinder Nanu/AFP via Getty Images)



Spotlight on: New Services

In the last two years, the New Lines Institute has rolled out new services in the form of an array of analytical products that can be customized for specific organizations.

These include geopolitical crisis simulations, training sessions, and custom briefings on a wide range of topics related to foreign and national security policy.

New Lines has adapted its unique institutional framework and methodology to produce forward-looking and actionable deliverables for various audiences, including universities, corporations, and nongovernmental organizations.

SIMULATIONS

Simulations are interactive exercises in which participants react to unfolding scenarios designed by the New Lines Institute based on current and potential geopolitical crises.

Examples:

- *U.S./China/Russia – Great Power Competition in Global Hot Spots*
- *Russia-Ukraine War – Conflict Outlook and Reverberations*
- *Energy Security and the Climate Transition – Global Applications*
- *Post-Conflict Reconstruction – Women's Role in Peace*
- *South Asia/Middle East – Sectarian Tensions and Spillover Effects*

CUSTOM ANALYTICAL PRODUCTS

New Lines helps organizations better understand and anticipate geopolitical risks, and how they impact their broader industry and their direct interests, through custom-made analytical products. Designed to enable organizations to better serve their clients and audiences, these products can be customized by country/region, theme, or sector.

Examples:

- *Written reports*
- *In-personal/virtual briefings*
- *Customized forecasts*
- *Bespoke training sessions*

TRAINING SESSIONS

New Lines has organized training sessions based on our areas of expertise for university, nonprofit, and corporate audiences. These have included sessions on forecasting and scenario building, with case studies on the Russia-Ukraine conflict, U.S./China tensions over Taiwan, and the EU's green energy transition.

Examples:

- *Strategic Analysis and Forecasting/Scenario Building*
- *Open-Source Information Gathering (OSIG) – Intelligence and Analytical Applications*
- *Energy, Climate, and Geopolitics*
- *GIS Applications – Conflict Mapping and Visualization*
- *Gender Analysis*

Case study 1: Training for Concordia Forum

New Lines organized an interactive crisis simulation for the Concordia Forum in October 2023. Held in the Spanish province of Andalusia, the simulation brought together over 100 leaders and professionals from around the world. The simulation explored the global ramifications of a potential crisis between the U.S. and China over Taiwan from an economic and diplomatic statecraft perspective, with the supply chain implications for key sectors like energy and semiconductors.

Case study 2: Training for Johns Hopkins' SAIS

Over the course of 2023, New Lines delivered several training sessions, geopolitical crisis simulations, and custom reports for the Johns Hopkins School of Advanced International Studies (SAIS). Dozens of students from the Master of International Public Policy mid-career cohort participated in these sessions. Topics explored included strategic analysis and forecasting related to geopolitical hot spots.



LEFT: Participants at the Concordia Forum annual retreat. RIGHT: New Lines team members (from left to right) – Alec Dionne, Nicholas A. Heras, Alice Hickson, Eugene Chausovsky, Carolyn Moorman, and Kareem Makhlof.

Training the next generation

The New Lines Institute seeks to shape the next generation of foreign policy practitioners to meet the national security challenges of the 21st century.

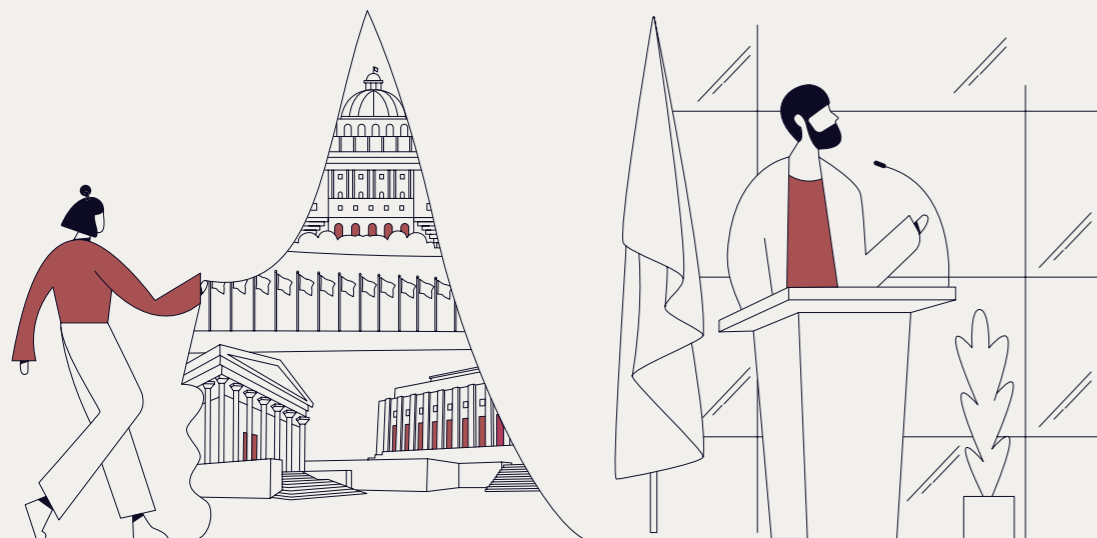
In 2022-2023, we offered 23 internships to the best and the brightest young talent emerging in the field. We are also launching a Fellowship Program in June 2024 to establish a pathway for students who wish to pursue a degree in international affairs alongside practical skills for a career in foreign policy.

OUR FELLOWSHIP PROGRAM: MASTER OF ARTS IN STRATEGY AND POLICY

The institute seeks to expand the pool of excellent candidates for careers in foreign and national security policy by offering a specialized graduate fellowship program in strategy and policy. This highly selective program seeks students looking for top-tier academic training coupled with rigorous practical experience working at a Washington, D.C., think tank. This combination is designed to fully immerse participants in the experience of working in the policy ecosystem, building skills, making contacts, and practicing their tradecraft.

The Master of Arts in Strategy and Policy Fellowship Program lasts for 12 months across four quarters and will provide students with rigorous scholarly and practical training. Students will take courses relevant to U.S. foreign and national security policy and geopolitical and strategic analysis.

Crucially, participants will gain practical experience during the fellowship requirement as research interns at the institute. Studies will conclude with a capstone project that offers the opportunity to publish at the institute. This program is unique in its emphasis on simultaneous, integrated, and hands-on practice in the field as a key component of educational experience.



The program's philosophy

Entering the foreign policy field is more competitive than ever. At the same time, there are few pathways that match and combine intellectual training, academic credentials, practical policy skills, and meaningful relationship-building in the community all at once.

The space is crowded and expensive, and breaking into or progressing through it can seem daunting. The Master of Arts in Strategy and Policy Fellowship Program is designed to equip aspiring policy professionals with as many tools as possible in the most thorough and efficient manner possible. By housing an academic program within a think tank, students get the best of both worlds – rigorous academic training with a practitioner's knowledge of the field.

Our focus on getting students job-ready in a relatively short period reflects our commitment to action and change.

Highlights of the fellowship program

- A multidisciplinary, hands-on, practical experience in both the theory and the practice of the foreign and national security policy profession.
- A one-year academic program taught by policy professionals and designed as an entry point into the foreign and national security policy profession.
- An opportunity to publish analytical work with the New Lines Institute and to create a portfolio that demonstrates professionally relevant skills to prospective employers.
- A chance to work directly with multiple institute staff across various elements of think tank output and operations, cul-

minating in a policy report and outreach campaign.

- The opportunity to take advantage of being in Washington, D.C., and close to U.S. national and foreign policy networks and policymaking processes.

Outcomes of the fellowship program

At the end of the program, participants will be able to:

- critically analyze key foreign and national security topics and derive policy insights;
- utilize empathetic analysis to understand others' identities and worldviews in geopolitics;
- communicate policy analysis to specialist and general audiences in multiple settings;
- understand how U.S. foreign and national security policy is shaped by stakeholder interests, communicated, and implemented;
- publish original, compelling analysis in various media for a range of audiences;
- identify how to assess credibility, authenticity, and consistency in the process of developing foreign and national security policy; and
- build a network of professionals in foreign and national security policy as well as those who can influence it in the Washington, D.C., area.

Find out more

To find out more about the program and how to apply, visit: newlinesinstitute.org/fellowship-program

Internships at the New Lines Institute

The New Lines Institute offers 6-month internships for young people looking to make a career in foreign policy and international affairs.

Over 2022-2023, we were proud to welcome:

Dana Al-Khaldi ✎ Brianna Cooper ✎ Alec Dionne ✎ Jaqueline Diones ✎ Zara Farouk ✎ Morgan Fowle ✎ Claudia Gago Ostos ✎ Tess Goddard ✎ Sam Harshbarger ✎ Guzin Karagoz ✎ Alexander Kochenberger ✎ Robert Kremzner ✎ Anna Maag ✎ Jessica Malobiski ✎ Evan Mann ✎ Sergei Nasarov ✎ Anastasiia Perevereten ✎ Kelsey Quinn ✎ Abdallah Salha ✎ Nikhil Samuel ✎ Shereen Shah ✎ Sami Sihadeh ✎ Aditya Waddodagi

If you would like to find out more about internships, check the Careers page on the New Lines Institute's website, or email us at interns@newlinesinstitute.org



The New Lines Institute Team

Over 2022-2023, the New Lines Institute continued to expand its work, and has built a core staff with decades of knowledge and experience in geopolitical analysis.

LEADERSHIP

Ahmed Alwani

Founder and President

Kamran Bokhari

Senior Director, Eurasian Security and Prosperity

Eugene Chausovsky

Senior Director, Analytical Development

Kevin Cowl

Senior Director, Development and External Relations

Nicholas A. Heras

Senior Director, Strategy and Programs

Gaamaa Hishigsuren

Senior Director, Monitoring, Evaluation, and Learning

Azeem Ibrahim

Senior Director, Portfolios and Special Initiatives

Faysal Itani

Senior Director

Kareem Makhlof

Senior Director, Operations

Emily Prey

Director, Gender Policy

Caroline Rose

Director, Strategic Blind Spots

STAFF

Robin Blackburn

Managing Editor, Analytical Development

Robert Calzada

Graphics Editor, Analytical Development

Alex Chen

Special Assistant to Senior Director, Special Initiatives

Tashi Chogyal

Senior Policy Analyst, Development and External Relations

Kevin Hargis

Editor, Analytical Development

Alice Hickson

Digital Media Manager, Development and External Relations

Robert Inks

Senior Editor, Analytical Development

Minna Jaffery-Lindemulder

Senior Manager, Analytical Development

Leila Kalmbach

Analysis Supervisor, Analytical Development

Kallie Mitchell

Analyst, Gender Policy

Carolyn Moorman

Analyst, Strategic Blind Spots

Tammy Palacios

Senior Analyst, Priority Sustainable Counter-terrorism

Jessica Peyton

Operations Manager, Operations

Kelsey Quinn

Open-Source Information Gathering (OSIG) Coordinator, Operations

Aram Shabanian

Open-Source Information Gathering (OSIG) Manager, Operations

FELLOWS

Elise Anderson

Non-Resident Senior Fellow

Themistoklis Asthenidis

Senior Advisor

Alejandro Beutel

Non-Resident Fellow

Myles B. Caggins III

Non-Resident Senior Fellow

Tanya Domi

Non-Resident Senior Fellow

Myriam François

Non-Resident Senior Fellow

Chaouki Ghenai

Non-Resident Senior Fellow

Daryl Johnson

Non-Resident Fellow

Naweed Khan

Senior Advisor

Amy K. Mitchell

Non-Resident Senior Fellow

Jasmin Mujanovic

Non-Resident Senior Fellow

Erin Farrell Rosenberg

Non-Resident Senior Fellow

Karam Shaar

Non-Resident Senior Fellow



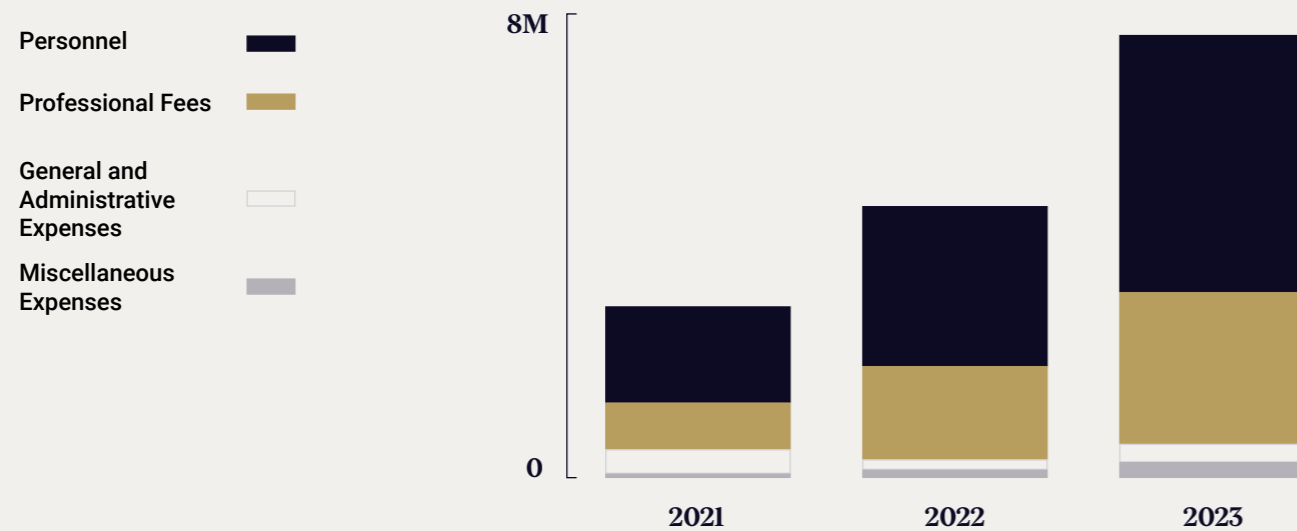
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The New Lines Institute accepts research grants and charitable donations from U.S. individuals and registered legal entities in support of its research priorities, and only insofar as such support is in compliance with U.S. laws and regulations; aligns with the institute's vision, mission, purpose and principles; and falls within its core areas of expertise.


The institute does not accept funding from any foreign government or entity and is one of the few think tanks in Washington with no foreign or local agendas.


New Lines Institute's expenditures in 2021-2023




	2021	2022	2023
Personnel	1,716,733	2,856,206	4,589,924
Professional Fees	833,232	1,662,865	2,704,097
General and Administrative Expenses	434,728	184,321	328,747
Miscellaneous Expenses	73,034	143,009	277,273
Total (USD)	3,057,727	4,846,401	7,900,042



 1776 Massachusetts Ave. NW, Suite 120, Washington, D.C., 20036, United States


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