WOODROW WILSON INTERNATIONAL CENTER FOR SCHOLARS
BUDGET JUSTIFICATIONS FOR THE FISCAL YEAR 2016

Submitted to the United States Congress

February 2015

Please Visit the Wilson Center’s Website at http://www.wilsoncenter.org
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STATEMENT OF THE CHAIRMAN AND DIRECTOR

The Woodrow Wilson Center is a Trust Instrumentality of the United States Government. Unlike the Washington, Jefferson, Lincoln, and Roosevelt memorials, this presidential memorial is a living memorial. Along with the National Gallery of Art and Kennedy Center, it is one of three entities affiliated with the Smithsonian Institution and is governed by its own presidentially-appointed Board of Trustees.

Established by an Act of Congress in 1968, the Center seeks to be the leading non-partisan institution for in-depth research and dialogue that informs actionable ideas on global issues.

It tackles these issues through independent research and open dialogue and offers actionable ideas to the policy community and the public. As a trusted platform, it offers a bridge between the world and Washington and between critical ideas and policy practice.

The Center conducts its own original research on every region of the world and on several major global issues, and it hosts over 150 scholars, journalists, former policymakers, and others each year who conduct their own research on the topics of the Center’s expertise. In both 2014 and 2015 we were voted the “Top U.S. Think Tank to Watch” in a survey of policymakers, researchers, and journalists. While we are far more than just a think tank, we are proud that our work is receiving recognition for the impact it has on important global policy discussions and decisions.

One-third of the Center’s funding comes from public sources, while two-thirds now comes from foundations and private donors.

The Wilson Center remains committed to

- Remaining a truly non-partisan, trusted political space for policymakers and scholars, free from spin and the constraints imposed by our strained politics,
- Producing high-quality, balanced analysis of the most relevant policy issues in all of its research and publications;
- Reaching critical policy audiences and the general public proactively through multiple media strategies;
- Strengthening its private base of support so that it can be less dependent on federal funding.

The Center’s Board of Trustees remains attentive and committed to guidance received from the Congress and from the Office of Management and Budget (OMB), as it performs its role designated by statute to govern and to determine the direction for this public-private institution. The Center greatly values the advice and counsel it receives from the Congress and OMB. The key initiatives for which the Center seeks federal funding stem from Congressional directives dating back more than a decade.
As the Presidentially appointed Chairman of the Board and Director of the Center, respectively, we present a budget request of $10.42 million for Fiscal Year (FY) 2016. Given the current federal budget situation, the Center has made thoughtful reductions for cost savings and increased efficiencies as much as possible given our size and mandate as a Presidential memorial while meeting the increasing personnel costs. As detailed below, the Center will make every attempt to complement this budget request with enhanced Center fundraising initiatives to increase non-appropriated funding.

First, the Congress has urged the Center to raise more private funding to cover operations, and we are pleased to report that we have been moving forward steadily on this. Even with the economic downturn, close to two-thirds of the Center’s current budget now comes from non-appropriated sources. Foundation support continues to be critical for the Center’s various programs, and in Fiscal Year 2014, the Center raised over $11 million to sustain programs, mainly from foundations. The Center will also continue to depend on its private fundraising efforts that gross an average of $3 to $3.5 million in unrestricted trust money, the toughest money to raise. To leverage that essential private support, the Center counts on the annual federal appropriation that funds, among other things, the Center’s federal employees’ salaries and benefits; our mission-critical fellowship competition and public policy scholar awards; library services essential to both staff and residential scholars; and the majority of the core infrastructure and operations.

Second, the Congress has urged the Center to give priority to public outreach, and we have given significant priority to this effort. We have worked to strengthen the alignment between our programs and the residential scholars significantly and to reach a broader audience, including careful targeting of key policy makers and opinion leaders. These efforts include a redesign of the Center’s website; more effective use of social media; enhancement of our program publications; and consistent branding of all products. We have transitioned most of our publications into digital format both to save money and to be more effective in delivering them to key target audiences. In 2014, we transitioned the Wilson Quarterly into an all-digital format, which has met with high praise for both its content and accessibility.

We have also significantly expanded our congressional outreach, including a highly regarded Foreign Policy Fellowship Program, which brings Senate and House staff together for a six-week course on major global issues, in a bipartisan, problem-solving setting, and holds frequent meetings on the Hill. To date, roughly 200 congressional staff, drawn from both political parties, have participated in this program, which is funded by a private foundation.

The Center has held over forty Ground Truth Briefings, which capitalize on the Center’s broad global network and its insights into rapidly-moving international issues. These are hour long calls organized at short notice with knowledgeable former scholars and friends of the Wilson Center overseas on key topics and developing crises in the news. Senior policymakers, congressional staff, journalists, and opinion leaders are invited to take part in these briefings, which usually bring together 150-250 people, and have covered topics such as political developments in Egypt, the conflict in Syria, protests in Ukraine, the crisis of unaccompanied
minors at the border, and Secretary of State Kerry’s efforts to restart direct Arab-Israeli peace talks.

Third, we have focused our programming more closely, building on the recommendations of the Board through the Center’s strategic plan approved in 2012. At its heart, the strategic plan is an effort to focus programs, scholarship and outreach on issues on which the Center can have the greatest impact on policy thinking and public dialogue. The board and staff are currently in the process of preparing the next three year strategic plan that will start in 2015 and which will reinforce these efforts at greater coordination, visibility, and relevance.

The Center’s excellence is embodied in the work of its programs, which touch on every region of the world and several of the most critical global issues. We have made significant strides to ensure that programs are more focused and targeted in their research; developed a small number of cross-cutting issues that build on common strengths; created a system for tracking and assessing program impact.

We have also made significant efforts to ensure that there are clear synergies between fellows and scholars appointed to the Center and the Center’s ongoing programmatic work. In addition, we have given far greater attention to recruiting and selecting fellows and scholars whose work will be accessible to both the general public and to targeted policy audiences, and we actively encourage them to engage in public dialogue and outreach to those who can use their findings.

The Center is also continuing to engage in joint programming with other institutions around the country and overseas. Collaborative programming is mutually beneficial and extends the reach and the effectiveness of the Center’s work with the support of outside funders. Roughly a fifth of the events put on during a year involve collaboration with other institutions. Co-hosted activities help to highlight the Center’s considerable convening powers and help reach a wider spectrum of people in the United States and abroad.

Appropriations in recent years provided funding for necessary improvements in administrative areas, scholar services, and outreach needs of the Center. The Center made IT and communications upgrades to include enhancements to its Storage Area Network to support additional databases and applications; security enhancements to network and mobile devices (both Center and personally-owned); establishment of an off-site COOP facility to insure that critical Center applications are available in the event of a local disaster/outrage; continued proactive monitoring and prevention of external cyber-threats to Center resources and applications; workstation operation and e-mail upgrades; equipment replacement purchases that will facilitate increased teleworking capabilities for the Center; and upgrades to the phone system as the Center transitioned to the mandated Networx contract. Funding also covered the library’s increased cost of maintaining database access for the scholars and staff. It provided essential funding for upgrading outreach activities and technology as evident in the Center’s radio, television, webcasting, and social media work.
Organizations such as the Center cannot be complacent: we either move forward on our agenda, mission, and purpose or quickly become less relevant. We have made important adjustments over the past three years to build on the Center’s well-known excellence and ensure that its work will be ever more relevant in the challenging global environment that we face today. We are accountable to both Congress and to the general public for our work, and we hope to earn that trust through our work each day to improve the depth and breadth of dialogue on major global issues so that our country can be better positioned to deal with them.

It is a great honor for both of us to lead this important public-private institution and presidential memorial, and we welcome working with you in the coming years.

We are available at 202-691-4202 if you have any questions.

Sincerely,

Thomas R. Nides
Chairman of the Board of Trustees

Jane Harman
Director

February 2015
ABOUT THE WILSON CENTER

Vision

The Woodrow Wilson International Center for Scholars (Wilson Center) seeks to be the leading institution for in-depth research and dialogue to inform actionable ideas on global issues.

Mission

The Wilson Center, chartered by Congress as the official memorial to President Woodrow Wilson, is the nation’s key non-partisan policy forum for tackling global issues through independent research and open dialogue to inform actionable ideas for Congress, the Administration and the broader policy community.

Governance

The Wilson Center, while initially established within the Smithsonian Institution family, operates as a separate entity. The Wilson Center relies on the strong and effective guidance of its own independent Board of Trustees led by Chairman Thomas R. Nides and Vice Chairman Sander Gerber. By statute, the Board of Trustees of the Wilson Center includes several ex officio members – the Secretary of State; the Secretary of Health and Human Services; the Secretary of Education; the Chairman of the National Endowment for the Humanities; the Secretary of the Smithsonian Institution; the Librarian of Congress; and the Archivist of the United States —, as well as nine members appointed by the President from outside public service; and one member appointed by the President from within the federal government.

To fulfill the duties set forth in the Wilson Center’s founding legislation, the Board of Trustees remains committed to ensuring that the Center remains a truly living memorial, both as a trusted, non-partisan space for public discussion and as a center for excellence for research and outreach that informs policy decisions and public ideas of major global issues.

The Board of Trustees in 2012 recommended several priority directions for the Center’s work:

- Focusing its programs more effectively for maximum impact, while preserving the excellence that the Center is known for.
- Aligning the work of scholars in residence with the programming priorities of the Center more closely;
- Heightening the visibility and impact of the Center’s work by increasing outreach;
- Ensuring the financial sustainability of the Center by expanding private fundraising efforts;
- Improving the Center’s human capital through competitive recruitment and development of career paths that enables the Center to attract and retain talented staff.
Goals

Established by an Act of Congress in 1968, the Center seeks to be the leading non-partisan institution for in-depth research and dialogue that informs actionable ideas on global issues.

It tackles these issues through independent research and open dialogue and offers actionable ideas to the policy community and the public. As a trusted platform, it offers a bridge between the world and Washington and between critical ideas and policy practice.

The Center conducts its own original research on every region of the world and on several major issues, through its fourteen programs, its Foreign Policy Fellowship Program for Congressional staff, and through several cross-cutting issues; and it hosts over 150 scholars, journalists, former policymakers, and others each year who conduct their own research on the topics of the Center’s expertise.

The Center has vastly enhanced its ability in recent years to reach key public audience by investing in strategic communications and outreach. It has also vastly expanded its private support which now supplies roughly two-thirds of the Center’s finances.

Activities

The Wilson Center undertakes two main activities: a) the Center’s programs promote original research and dialogue on major policy issues in order to develop actionable ideas for policymaking and enhance the discussion of public ideas; and (b) it hosts scholars, journalists, independent writers, and former policymakers to do their own research and writing in the areas of the Center’s expertise. Some of the finest thinkers and scholars in the world come to the Center to participate in meetings and/or to research and write as visiting fellows and scholars. The Center provides an exciting, trusted forum for ideas and discussion on public policy issues.

The Center’s residential grant awards include work space, a telephone, a computer, a part-time research assistant, and a stipend which includes optional family or single health insurance premiums to about 150 scholars each year. Fifteen to twenty-two scholars come for a full academic year and are competitively awarded fellowships, researching and writing in subject areas that are emphasized by the programs. The Center is determined to achieve greater coordination and integration between program activity and scholarly research done at the Center.

Roughly one-third of the scholars coming to the Center are supported through the federal appropriation, while the other two-thirds of scholars are supported through private contributions by donors that specify research areas or particular regional expertise. These scholars are typically professors, diplomats, journalists, business people, and former
government officials. The scholars take advantage of the many opportunities Washington, D.C. offers, and most of them build networks with people in the public policy community. Roughly 60 percent of the visiting scholars are American, while the rest are from other countries.

The Center’s programs conduct original research, publish, and organize workshops and public conferences to improve understanding of major global issues. There are currently fourteen programs. Ten of them focus on countries or regions: Kennan Institute for Advanced Russian Studies, Kissinger Institute on China and the United States, Asia Program, Middle East Program, Africa Program, Global Europe Program, Latin American Program, Mexico Institute, Brazil Institute, and Canada Institute. The four issue-based programs are the on Science and Technology Innovation Program, History and Public Policy Program, Global Women’s Leadership Program, and Program on Global Sustainability and Resilience.

The Center also organizes a Foreign Policy Fellowship Program that brings Congressional staff to the Center for a six-week course on global issues, and this program organizes frequent events on the Hill for Congressional staff. Participants are exposed to major foreign policy thinkers and to a variety of perspectives on difficult global issues. Approximately 200 Congressional staff have participated in the first four sessions of the fellowship, and dozens more in the regular Hill briefings.

In addition, the Center hosts regular National Conversations, high-level discussions on major issues affecting the policy process in the United States; Director’s Forums, with featured high-level speakers; and Ground Truth Briefings, which provide on the ground expertise from major hotspots around the world.

Scholars, policymakers, journalists, business leaders, non-governmental experts, and others exchange views at some 700 meetings conducted annually at the Center. The majority of meetings are open to the public and many are webcast live and then also made available on the Center’s website following the event.

The Center’s more than 4,000 scholar alumni resume their public and/or professional activities in teaching, government service, and journalism after they leave the Center, but they remain part of a network of experts that are frequently called on for Center research, publication, and programming. The Center has supported the writing of well over 1,700 books in its 45 years of existence.

Each year, the Center produces dozens of high-quality reports on critical global issues and meets with key policymakers and major constituencies to discuss the findings.

The Center’s widely regarded Wilson Quarterly is now in wholly digital format and has received great praise for its innovative content and delivery. The Center also produces short films, videos, and digital graphs and maps that can help improve public understanding of critical global issues.
In Fiscal Year 2013 and FY 2014, the following National Conversations and leading events were held:

Cyber Gridlock: Why the Public Should Care
October 1, 2012

China’s New Leadership—Opportunity for the United States?
October 3, 2012

Is the World More Dangerous 50 years after the Cuban Missile Crisis?
October 15, 2012

NPR’s Talk of the Nation Broadcasting from the Wilson Center
November 29, 2012

Allies at Odds: Obama, Netanyahu, and The State of US – Israeli Relations
January 30, 2013

The Rise & Fall of Iran in Arab and Muslim Eyes - A New Poll
March 5, 2013

Drug Policy: A 21st Century Approach to Reform
April 25, 2013

U.S. Special Operations 2020
May 2, 2013

Celebration of the Centennial of President Woodrow Wilson’s Inauguration
June 4-5, 2013

Cybersecurity in your Neighborhood: Why Public-Private Partnerships Matter
June 20, 2013

Authorization for Use of Military Force (AUMF): Reasserting the Role of Congress
July 11, 2013

University Conversation with Georgetown University: Wars of Necessity or Wars of Discretion
September 17, 2013

Consolidating a Culture of Peace in Africa: A Contribution to International Peace and Security
September 20, 2013

Director’s Forum with Catherine Ashton, High Representative of the Union for Foreign Affairs and Security Policy for the European Union
September 30, 2013

On the Nuclear Watch: Director General Yukiya Amano talks about the IAEA and its Mission
November 1, 2013

Governing in a Borderless World: Meeting the Challenge of Instability
December 5, 2013

Director’s Forum: Department of Homeland Security Secretary Jeh Johnson
February 7, 2014

U.S Energy Independence: A New American Narrative?
February 7, 2014

Public Private Partnerships in AID: A Tool for U.S. Policy
February 14, 2014

Book Launch with New York Times-Bestselling Author Robin Cook
February 19, 2014

Israel and the Strategic Challenges in the Middle East
March 4, 2014

Whither the Peace Process? A Conversation with Palestinian Authority Lead Negotiator Saeb Erekat
March 18, 2014

International Humanitarian Action: Changing Responses to Conflict and Crisis
April 10, 2014

Into the Fold or Out in the Cold? NATO Expansion and European Security After the Cold War
May 2, 2014

Ukraine Between East and West
May 15, 2014

If It’s Not a Cold War, What Is It?
June 5, 2014

The Humanitarian Crisis and Unaccompanied Minors: A View from the Region
July 24, 2014

There are many other activities at the Wilson Center that should be mentioned:
### Sampling of Notable Fellows and Scholars of the Center

<table>
<thead>
<tr>
<th>Diplomats</th>
<th>Historians</th>
<th>Public Policy Scholars</th>
<th>Journalists</th>
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<tr>
<td>Anatoliy Adamishin</td>
<td>Amatzia Baram</td>
<td>Betty Bigombe</td>
<td>Timothy Garton Ash</td>
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<td>Geert Ahrens</td>
<td>Alan Brinkley</td>
<td>Sherwood Boehlert</td>
<td>Matthew Bai</td>
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<td>Madeleine Albright</td>
<td>John Milton Cooper</td>
<td>Lazaro Cardenas Batel</td>
<td>Joan Biskupic</td>
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<td>Harriet Babbitt</td>
<td>John Garrard</td>
<td>Joe Clark</td>
<td>Elisabeth Bumiller</td>
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<td>David Birenbaum</td>
<td>Raymond Gavins</td>
<td>Maria-Theresa Connolly</td>
<td>Rajiv Chandrasekaram</td>
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<tr>
<td>Avis Bohlen</td>
<td>Gertrude Himmelfarb</td>
<td>Charles Duefier</td>
<td>Helene Cooper</td>
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<td>Rodric Braithwaite</td>
<td>Sir Alistair Horne</td>
<td>Murray Feshbach</td>
<td>AlekSa Djilas</td>
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<td>Nicholas Burns</td>
<td>James Horton</td>
<td>Kathryn Fuller</td>
<td>E.J. Dionne</td>
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<td>Simcha Dinitz</td>
<td>Saad al-Din Ibrahim</td>
<td>Evelyn Higginbotham</td>
<td>Michael Dobbs</td>
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<td>Anatoly Dobrynin</td>
<td>Konrad Jarausch</td>
<td>Mark Heller</td>
<td>Thomas Friedman</td>
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<td>Freimut Duve</td>
<td>A. Ross Johnson</td>
<td>Bruce Hoffman</td>
<td>Zahid Hussain</td>
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<td>Bronislaw Geremek</td>
<td>Melvyn Leffler</td>
<td>Matthew Holden</td>
<td>Robert Kaiser</td>
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<td>Alan Goulty</td>
<td>David Levering Lewis</td>
<td>Kathleen Hall Jamieson</td>
<td>Mark Mazzetti</td>
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<td>James Goodby</td>
<td>Charles Maier</td>
<td>Seymour Martin Lipset</td>
<td>Andrew Meier</td>
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<td>Ivan Grdesic</td>
<td>Edmund Morris</td>
<td>Phebe Marr</td>
<td>Kevin Merida</td>
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<td>Robert Hutchings</td>
<td>James Patterson</td>
<td>Anatoli Mikhailov</td>
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<td>Tedo Japaridze</td>
<td>James Reston, Jr.</td>
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<td>Caryle Murphy</td>
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<td>George F. Kennan</td>
<td>Daniel Rodgers</td>
<td>Festus Mogae</td>
<td>David Ottaway</td>
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<td>Moushira Khattab</td>
<td>Martin Sherwin</td>
<td>Daniel Patrick Moynihan</td>
<td>David Sanger</td>
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<td>Dennis Kux</td>
<td>Jong-Dae Shin</td>
<td>Joseph Nye, Jr.</td>
<td>Nicholas Schmidle</td>
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<td>Maleeha Lodhi</td>
<td>Thomas Skidmore</td>
<td>Rod Paige</td>
<td>Elaine Sciolino</td>
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<td>William Milam</td>
<td>Jamie Stiehm</td>
<td>Roger Porter</td>
<td>Anthony Shadid</td>
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<td>Aaron David Miller</td>
<td>William Taubman</td>
<td>Michael Quinlan</td>
<td>Allister Sparks</td>
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<td>William Green Miller</td>
<td>Vladimir Tismaneanu</td>
<td>Ralph Regula</td>
<td>Martin Walker</td>
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<td>Jorge Quiroga</td>
<td>Samuel Wells</td>
<td>Sir Adam Roberts</td>
<td>David Wessel</td>
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<td>Richard Smith</td>
<td>Sean Wilentz</td>
<td>Pedro Rossello</td>
<td>Juan Williams</td>
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<td>Jenonne Walker</td>
<td>Gordon Wood</td>
<td>Elyakim Rubinstein</td>
<td>Robin Wright</td>
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Work of Scholars at the Center

Fellows and Public Policy Scholars at the Woodrow Wilson Center work on projects that are relevant to contemporary policy issues and that dovetail with the programmatic priorities of the Wilson Center programs.

Scholars at the Center regularly make presentations about their work at institutions in Washington and around the country. The insights from their research shed light on current policy issues and provide a better context within which these policy issues can be discussed.

Issues Being Discussed at the Center

Among the issues receiving sustained attention at the Center are the following:

- U.S. Role in the World
- American Challenges as a Global Power
- Global Sustainability and Security
- Regional Power Shifts
- Governance: Accountability Issues of Transparency, Civil Society Promotion, Development of the Rule of Law and an Independent Judiciary
- Afghanistan and Iraq
- Coping with North Korea and Iran
- Nonproliferation and Arms Control
- Homeland Security and Issues of International Terrorism
- Global Migration and U.S. Immigration
- Future Policy Challenges and Essential Future Planning in Government
- The Congress in American Foreign Policy
- United States – Canada Relations
- United States – Mexico Relations
- United States – China Relations
- United States – Russian Relations
- Political Processes and the Economy and Social Forces in Russia and Ukraine
- Political and Economic Transition in China
- Environmental Change and Security
- Conflict Prevention
- Dealing with Failed States and Building State Capacity
- Transnational Crime and Corruption
- Global Finance Issues
- The World Trade Organization, Trade Dispute Resolution, and the Transpacific Partnership
- Urban, Metropolitan, and Regional Planning
- Chinese and Russian Foreign Policy
- Conflict Resolution in Africa and South Asia
• Comparative Peace Processes in Latin America
• Governance and Attempts at Democratization in the Middle East
• Islam and Governance is the Muslim World
• The Role of Women in Society and Politics in the Middle East
• The Balkans after the Dayton Accords and Kosovo’s Future
• Case Studies in Cold War International History
• Electronic Commerce and National Sovereignty
• Cyber Security
• The Digital Divide
• Issues Relating to Synthetic Biology and Nanotechnology
• Arctic Security

Funding

The Wilson Center is the model of a successful public-private partnership, attracting solid support from private donors who believe in the mission of the Center and its work. The federal appropriation provides a stable base for the Center that gives donors confidence that they are giving to an established national organization and encourages them to make their own contributions.

Every year, the Wilson Center strives to increase its support from private sources, including individuals, corporations, and foundations. We continue to diversify our support thereby creating a broad base of funders to help assure the Center’s future success.

Annually the Center raises roughly $11 million from private sources to support specific programming initiatives and scholar appointments. The majority of this funding comes from foundations, although increasingly individuals and corporations have contributed to these efforts as well.

Many individual and corporate donors contribute through the Woodrow Wilson Awards program. Now in its 16th year, the Woodrow Wilson Awards help the Wilson Center introduce its activities to audiences beyond Washington, D.C. and garner financial support from private donors from across the United States and abroad. The Woodrow Wilson Awards recognize leaders from the worlds of business and public service who represent President Wilson’s commitment to the free and open discourse of public policy. In FY 2014, the Woodrow Wilson Awards dinners are projected to raise $2.3 million in net unrestricted revenue from four dinners. In FY 2015 and FY 2016 the Wilson Center plans to continue this program with projected net unrestricted revenue to exceed $2 million each year.

The Center has also established donor groups, including the Wilson Council and the Wilson National Cabinet, which contribute roughly $1 million each year to support Center programming. In 2014, the Center launched a Global Advisory Board, which includes people of
international stature, to provide advice, international connections, and funding from global sources.

The Center’s Wilson Legacy Society offers individuals the opportunity to make bequests and other planned gifts for both the Center’s endowment and its annual programs and operations.

The Center’s endowment fund also supplied over $1 million each year to support programming efforts and central institutional capacity.

The total of these non-appropriated monies help to pay for the salaries of over 100 staff (including certain administrative personnel, program personnel, outreach personnel, and the Development Office staff), fundraising efforts, and research assistance stipends. A combination of appropriated and non-appropriated monies support public meetings, scholars’ stipends, scholar support, general administration, public service, publishing and other outreach activities.

It is essential to emphasize that this blended funding of public and private monies represents a public-private partnership in the fullest sense. The annual appropriation to the Center enables it to compete successfully in its quest for limited available private funds, an increasing challenge given the current economic situation.

**FY 2016 FEDERAL BUDGET PRIORITIES**

**Authorizing Legislation**

The Woodrow Wilson Center’s Board of Trustees has received the Center’s federal funds through direct appropriations since Fiscal Year 1968. Since that time, the Center’s annual budget request for its one account – Salaries and Expenses – has been guided by the initial authorizing public law (P.L. 90-637) signed on October 24, 1968.

**Fiscal Year 2016 Appropriation Request**

The Woodrow Wilson International Center for Scholars’ Board of Trustees requests a Fiscal Year 2016 appropriation in the amount of $10.42 million with two-year availability of funds through September 30, 2017. This request includes 52 full-time equivalent (FTE) staff positions.

**Fiscal Year 2016 Budget Objectives**

The Woodrow Wilson Center’s Fiscal Year 2016 budget reflects the following management objectives:

- Fund salary and benefits as well as career ladder promotions to retain outstanding staff and attract the highest quality personnel in the future (federal employees represent approximately one-third of the total employment at the Center).
• Recruit preeminent academics, policy-makers, journalists, and business leaders to apply for fellowships and public policy scholar appointments.

• Maintain to the extent possible the fellowship and public policy and distinguished scholar appointments that are central to the mission of the “living memorial” to President Woodrow Wilson.

• Provide the highest quality support services to include financial management, human resources, facilities operations, information technology, audio visual, web support, training and supplies.

• Give priority focus to all forms of the Center’s outreach: website; social media; databases; webcasting of scholarly events; radio and television programing; and print publications.

• Increase visibility through enhanced communication and multimedia.

• Ensure that the Center’s work is coordinated, focused, and relevant to the key public policy issues of the day.

• Work to bring diverse audiences to the Wilson Center and to have a broad spectrum of individuals participating in its work, meetings and conferences.

• Targeting youth with marketing and outreach of the Center’s Public Education Activities through its learning center and serious games initiative.

• Attracting standout undergraduate and graduate public policy majors to assist Center fellows and scholars with high level research through research assistant grants.

• Though not supported with federal appropriated funds, the Center’s development strategy remains a high priority and includes Woodrow Wilson Center Awards and other fundraising efforts throughout the United States and abroad.
## FY 2016 Budget Request Summary
### (Dollars in Thousands)

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<thead>
<tr>
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<tbody>
<tr>
<td>FTE Amount</td>
<td>FTE Amount</td>
<td>FTE Amount</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scholar Administration &amp; Support</td>
<td>9 1,168</td>
<td>9 1,141</td>
<td>8 1,115</td>
<td>($26)</td>
</tr>
<tr>
<td>Public Service and Fellowship Program</td>
<td>18 4,635</td>
<td>19 4,377</td>
<td>20 4,682</td>
<td>305</td>
</tr>
<tr>
<td>General Admin</td>
<td>15 2,629</td>
<td>16 3,277</td>
<td>16 2,943</td>
<td>(334)</td>
</tr>
<tr>
<td>Smithsonian Fee</td>
<td>0 310</td>
<td>0 310</td>
<td>0 310</td>
<td>0</td>
</tr>
<tr>
<td>Communications</td>
<td>10 1,593</td>
<td>8 1,235</td>
<td>8 1,215</td>
<td>(20)</td>
</tr>
<tr>
<td>Building Requirents</td>
<td>0 165</td>
<td>0 160</td>
<td>0 155</td>
<td>(5)</td>
</tr>
<tr>
<td>Total</td>
<td>52 $10,500</td>
<td>52 $10,500</td>
<td>52 $10,420</td>
<td>($80)</td>
</tr>
</tbody>
</table>

The FY 2016 proposed budget request of $10.42 million for Salaries and Expenses for the Woodrow Wilson International Center for Scholars reflects a reduction of $80,000 from FY 2015 enacted. The FY 2016 proposed budget provides funding for 52 federal employees.

The Woodrow Wilson Center carries out its mission with both federally-funded and trust-funded staff (approximately one-third federal employees and two-thirds Trust employees). The Center’s strengths include not only a talented staff, many of whom produce significant scholarship, but an engaged Board of Trustees and Wilson Cabinet and Council whose members are deeply committed to maintaining the Center’s excellence.

At the core of the Woodrow Wilson Center are its fellows, who are selected through an annual international competition, and the Public Policy Scholars, who are selected for shorter periods through a competitive process. Fellows and Scholars come from all over the world to carry out
research and writing at the Center and to interact with people in Washington, both within and outside of the government. These fellows and scholars are selected on the basis of distinction in the fields they represent and on the potential of their research proposals to have an impact on public ideas and policy decisions.

As a principal non-partisan institution, public outreach remains a high priority of the Center as it continues to strive for greater visibility, demonstrated through increased conference attendance and increased visits to the Center’s website. The level of activity at the Center is at a constant feverish pace and our meeting and conference rooms have been in full use; the output of the scholars who visit and are in residence at the Center annually, is substantially greater; and the Center’s outreach through enhanced branding, its website, the webcasting of events, its various e-newsletters and advisories, expanded media outreach, and a variety of other publications is reaching more people and new constituencies within the United States and abroad. The *Wilson Quarterly*, now as a digital publication, actually reaches more people than it once did as a printed publication.

The Center continues to evolve through constant review and strategic planning to ensure the focus is on the most important issues of today and the future. To remain viable as a living memorial to President Wilson, the Center provides a forum for debate, advanced research, knowledge sharing, and information dissemination. Decision-makers become better informed through actual and virtual events, publications, and various outreach media. Assessments of outreach, databases, the best functional use of its limited space, organizational structure, alternatives for increasing private sources of funding, and aspects of diversity for the Center including staffing and the speakers, scholars, and audiences we seek to attract to the Center. The Center is meeting its objectives: to maximize our effectiveness; produce higher quality work; promote greater focus, collaboration, and coherence among the Center’s programs and scholars; and master outreach communication, while fulfilling the Center’s legislated mission and congressional outreach expectations.
Woodrow Wilson International Center for Scholars  
Salaries and Expenses by Object Class  
FY 2014, FY 2015, and FY 2016  
(Dollars in Thousands)

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>Compensation and Benefits</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel - Compensation</td>
<td>$4,696</td>
<td>$4,508</td>
<td>$5,137</td>
<td>$629</td>
</tr>
<tr>
<td>Personnel - Benefits</td>
<td>1,461</td>
<td>1,383</td>
<td>1,634</td>
<td>251</td>
</tr>
<tr>
<td>Subtotal - Compensation and Benefits</td>
<td>$6,157</td>
<td>$5,891</td>
<td>$6,771</td>
<td>$880</td>
</tr>
<tr>
<td><strong>Other Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel (transportation &amp; subsistence of persons)</td>
<td>$140</td>
<td>$140</td>
<td>$169</td>
<td>$29</td>
</tr>
<tr>
<td>Transportation of things</td>
<td>198</td>
<td>106</td>
<td>75</td>
<td>(31)</td>
</tr>
<tr>
<td>IT support &amp; maintenance</td>
<td>200</td>
<td>300</td>
<td>260</td>
<td>(40)</td>
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<tr>
<td>Non-IT support &amp; maintenance</td>
<td>245</td>
<td>230</td>
<td>195</td>
<td>(35)</td>
</tr>
<tr>
<td>Printing/reproduction/publications/photograph/forms</td>
<td>315</td>
<td>233</td>
<td>275</td>
<td>42</td>
</tr>
<tr>
<td>Advisory/assistance services/honorarium</td>
<td>92</td>
<td>134</td>
<td>146</td>
<td>12</td>
</tr>
<tr>
<td>Other Services (stipends)</td>
<td>2,090</td>
<td>1,850</td>
<td>1,365</td>
<td>(485)</td>
</tr>
<tr>
<td>Supplies and materials</td>
<td>85</td>
<td>135</td>
<td>85</td>
<td>(50)</td>
</tr>
<tr>
<td>Intergovernmental services</td>
<td>326</td>
<td>325</td>
<td>328</td>
<td>3</td>
</tr>
<tr>
<td>Professional services</td>
<td>387</td>
<td>687</td>
<td>582</td>
<td>(105)</td>
</tr>
<tr>
<td>Equipment/furniture/software</td>
<td>199</td>
<td>430</td>
<td>112</td>
<td>(318)</td>
</tr>
<tr>
<td>Recruiting/advertising/marketing/public announcements</td>
<td>58</td>
<td>20</td>
<td>12</td>
<td>(8)</td>
</tr>
<tr>
<td>Training</td>
<td>8</td>
<td>19</td>
<td>45</td>
<td>26</td>
</tr>
<tr>
<td>Subtotal - Non-Salary Expenses</td>
<td>$4,343</td>
<td>$4,609</td>
<td>$3,649</td>
<td>($960)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$10,500</td>
<td>$10,500</td>
<td>$10,420</td>
<td>($80)</td>
</tr>
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</table>
SCHOLAR ADMINISTRATION AND SERVICES
(Dollars in Thousands)

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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Personnel Costs</td>
<td>$912</td>
<td>$847</td>
<td>$875</td>
</tr>
<tr>
<td>Operating</td>
<td>256</td>
<td>294</td>
<td>240</td>
</tr>
<tr>
<td>Total</td>
<td>$1,168</td>
<td>$1,141</td>
<td>$1,115</td>
</tr>
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</table>

The activities for the Scholars and Academic Relations (SAR) office consists of personnel and operating costs for SAR and the Center’s Library. Operating funds provide modest funding for recruiting fellowship applicants, transportation and per diem for external review panelists, and library costs.

The SAR office conducts the annual fellowship competition and processes the fellowship grants. It prepares applications, performs recruiting of applicants through advertisements in scholarly publications, direct mailing to campuses, and exhibits at academic conferences. This office also recruits panelists; distributes the application packages to each panelist for review; and arranges for the panel review meetings and accommodations for the panelists. Once primary and alternate fellowships are selected, the SAR office makes grant award offers and receives acceptances. They work closely with awardees to determine health insurance needs, tax treaty eligibility, tax withholding obligations, and visa requirements, and to assist with finding temporary local housing.

In an effort to reduce cost and fully utilize the Center’s resources the Center has identified the fellowship recruitment and application review processes as areas to revamp. In FY 2014, in accordance with the President’s Executive Order 13589, “Promoting Efficient Spending,” the Center continued to control the costs of travel, printing, reproduction, and postage by having applicants submit applications online, by reducing the number of review panelists, and by reducing the number of review panel meetings. The electronic applications are used for dissemination among reviewers. Initial review of the fellowship applications are now being performed internally by the Center Program Directors which have eliminated three panel groups and related travel and honoraria. The Center began utilizing internal Center experts to determine which applications move forward to the External Review Panel. The nine-person External Review Panel designate primary and alternate awardees for the consideration of the Center’s Fellowship Committee of the Board of Trustees, who will make final decisions on appointments. Reduced travel costs will also be realized from the new approach to recruiting.
The Center will target higher quality applicants through more direct communications via direct mail, email and phone calls while limiting travel to academic conferences.

The efforts the Center has made to revamp fellowship recruitment and the application review process with a focus on cost reduction has enabled the Center to absorb a portion of the overall reduction to its federal funding from FY 2012 to FY 2016.

The SAR office also administers the intern program of the Woodrow Wilson Center which provides students with a positive educational experience as a research assistant. An internship gives undergraduate and graduate students the opportunity to deepen their understanding of their fields of study and/or provides them with a useful practicum in research methodology and professional processes by working with visiting fellows and scholars to produce books, journal articles, and other scholarly multimedia publications. This activity seeks to further the Center’s mission by providing the recipient with an introduction to the relationship between the world of learning and the world of public affairs.

Private contributions from foundations and alumni currently support the Center’s student research assistant internships grants. Research assistants come from more than 80 colleges and universities throughout the country. These students represent some of the best and brightest minds of their generation. Their assistance is instrumental to the fellows’ productivity, and their initiative and enthusiasm help energize the entire Center.

The Wilson Center Library provides an array of research support to scholars, staff, and interns through its digital and print collections, interlibrary loan, reference services, and training. Research is at the core of the Wilson Center’s mission, and the library supplies the tools necessary to reach this goal.

In FY 2014, the library reassessed its journal collection to eliminate content which had become less relevant to the Center’s goals and to improve coverage of other topics such as public health, international migration and population studies which are increasingly in demand and underrepresented in the collections. Digital resources constitute a critical part of the library’s collection and nearly all scholars in the library departure survey report using the library’s databases and e-journals. As the Center coordinates the research interests of scholars with program staff, the library has moved to support this goal by looking to additional news sources which meet the high standards of both staff and scholars at a time when the news market continues to change rapidly. The library’s new institutional subscription to the New York Times web site proved popular. The library began a subscription to a digital news service on world trade. The library also introduced a new desktop tool which will increase the value of existing information resources by making it much easier for Wilson Center users to find journal content throughout the array of digital products available to them.
The library administers a large and popular interlibrary loan program with the Library of Congress and other libraries throughout the United States. The library loans nearly 4,000 books, microfilms, and journals to scholars and staff from interlibrary loan programs and the Center library’s collection.

The library’s operating budget is used to fund journal and database subscriptions, book acquisitions, interlibrary loan, and the technical services needed to support library operations. The library is requesting $205,000 in FY2016 for non-pay operating expenses. According to Library Journal, journal prices may increase approximately six percent in FY 2015. In FY 2014, library database subscriptions increased on average by three to five percent in price.

The library plans to continue work on adding value to its existing resources and services through a combination of training and upgrades to its catalog and website. It continues to assess new resources to choose those most authoritative, timely, and relevant to Wilson Center research while remaining within budgetary bounds.

Despite its small size, the library makes an essential contribution to the research goals of the Wilson Center by providing resources and personalized support.
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<tbody>
<tr>
<td><strong>Compensation and Benefits</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel -</td>
<td>$693</td>
<td>$645</td>
<td>$658</td>
<td>$13</td>
</tr>
<tr>
<td>Personnel - Benefits</td>
<td>219</td>
<td>202</td>
<td>217</td>
<td>15</td>
</tr>
<tr>
<td>Subtotal - Compensation and Benefits</td>
<td>$912</td>
<td>$847</td>
<td>$875</td>
<td>$28</td>
</tr>
<tr>
<td><strong>Other Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel (transportation &amp; subsistence of persons)</td>
<td>$5</td>
<td>$5</td>
<td>$3</td>
<td>($2)</td>
</tr>
<tr>
<td>Transportation of things/communication/utilities/postage</td>
<td>5</td>
<td>5</td>
<td>1</td>
<td>(4)</td>
</tr>
<tr>
<td>Printing and reproduction</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Professional Services</td>
<td>10</td>
<td>10</td>
<td>6</td>
<td>(4)</td>
</tr>
<tr>
<td>Advisory and assistance services</td>
<td>19</td>
<td>49</td>
<td>15</td>
<td>(34)</td>
</tr>
<tr>
<td>Library-equipment/furniture maintenance/software</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Publications (Library &amp; Database Services)</td>
<td>201</td>
<td>206</td>
<td>200</td>
<td>(6)</td>
</tr>
<tr>
<td>Recruiting/advertising</td>
<td>8</td>
<td>10</td>
<td>8</td>
<td>(2)</td>
</tr>
<tr>
<td>Training</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td>(2)</td>
</tr>
<tr>
<td>Subtotal - Non-Salary Expenses</td>
<td>$256</td>
<td>$294</td>
<td>$240</td>
<td>($54)</td>
</tr>
<tr>
<td>Total</td>
<td>$1,168</td>
<td>$1,141</td>
<td>$1,115</td>
<td>($26)</td>
</tr>
</tbody>
</table>
This category consists of the personnel costs for directors and assistants for some of the Center’s programs and projects, stipend expenses for the Center’s Fellows, Public Policy Scholars and Distinguished Scholars, as well as conference support previously included within the Outreach section of the Wilson Center budget request for FY 2014 and FY 2015.

The Wilson Center continues to devote a great deal of effort to maintaining a high level of research, publication, and public programming on relevant public policy issues and to making those activities accessible to the general public. This programming includes both public events and research publications relevant to key policy audiences. These activities continue to grow, giving the Center even more visibility. In FY 2014, the vast majority of the over 700 meetings were held at the Center and were open to the public. The Center has organized meetings on a wide variety of topics such as the role of the United States in the world, issues of governance, security, regional power shifts, and future challenges.

The Wilson Center’s fellows and scholars are the basis for the living memorial to President Woodrow Wilson.

In FY2016 the support for the Emerging Foreign Policy Issues will allow the Center to respond quickly with timely research and discussion on key global issues as they emerge and before long-term funding can be obtained. Events, such as the Russian invasion of Ukraine, the sudden emergence of ISIS, or the crisis of Central American youth who flowed across the border, all in FY2014-15, require urgent analysis and discussion, and this fund will allow the Center to address emerging issues in FY2016 that require an immediate response even before obtaining long-term private funding. We believe it will be of particular benefit to policy-makers who often need quick turn-around on analysis from the Center for it to be timely.
Fellowship Program

The Fellowship Program is a central part of the Wilson Center’s activities. The individual grant awards remain the core method the Center employs to accomplish the mission set forth in its enabling legislation. Each year the Center receives about 300 fellowship applications and the external panel completes its selection of primary and secondary awardees in March for the coming academic year. The Wilson Center strives to offer Fellowship awards that maintain the awardees’ current income levels (no financial gain or loss as a result of accepting the fellowship award). This becomes challenging for out of town awardees maintaining two households during their residential fellowship. In recent years the Center has been fortunate to have some primary fellowship awardees come with a portion of their fellowship funding from their college or university. This has allowed the Center to award on average 21 fellowships annually over the past four years. Given the reduced funding in this budget area, necessitated to meet the overall reduction in budget request, the Center projects only 12 grants will be awarded in FY 2016. The Center remains hopeful that this trend, where a few awardees bring a portion of their funding from another source to keep their income level whole, will continue. The projections below are based on the trend continuing; therefore the number of awardees will decline if a few awardees do not have their fellowship award partially supported with funding from their college or university.

Fellowships Awarded In Recent Years and Projections Based on Proposed Budget:

FY 2012 - 21 Fellowships awarded for the 2012/2013 academic year
FY 2013 - 21 Fellowships awarded for the 2013/2014 academic year
FY 2014 - 21 Fellowships awarded for the 2014/2015 academic year
FY 2015 - 18 Fellowship awards projected for the 2015/2016 academic year
FY 2016 - 12 Fellowship awards projected for the 2016/2017 academic year

This funding is not available in the private sector. The fellowships are not tailored to targeted research that would interest private sector contributors, but rather, the competition is designed to seek the top intellectuals without regard to area of study. Because research is not targeted, the Center can’t predict the topics researched by resident fellows each year. With the expectation and aspiration of Woodrow Wilson in mind, the fellowship competition allows the most qualified men and women to continue to document and disseminate advanced knowledge among all people.

The Wilson Center also makes grants to individual scholars from non-appropriated funding, but the eligibility requirements are often restrictive in nature. The Center has received funding for scholars from a specific country or region, such as Africa, Japan, Mexico, and Pakistan. Only the federal funding provided in this budget for the annual fellowship competition allows evaluation of applications for pre-eminent scholars without regard to area of study or national origin.
It remains a goal of the Center to continue offering competitive stipends, thereby continuing to attract the most pre-eminent scholars. The individual grant awards offered through this mission critical program cover the travel, partial health insurance premiums, and cost of living for the individual awardees. Along with a portion of funding from the fellowship awardee’s college or university the FY 2014 appropriation provided sufficient funding for the Wilson Center to award 21 competitively selected fellowship grants for the 2014/2015 academic year, which results in four fellowship awards above the goal. The fellowship grant period of performance is usually the fiscal year subsequent to the award year.

The aim of the Woodrow Wilson Center Fellowship Program is to dovetail with and amplify the objective of providing an essential link between the worlds of ideas and public policy. The Center accepts non-advocacy, policy-relevant, fellowship proposals that address key challenges confronting the United States and the world. Most successful fellowship candidates carry out research projects that have current public policy implications, although some successful candidates propose projects that provide an essential historical context for key public policy debates. Integral to the review process is an effort to screen the applications for relevance to the programmatic work of the Center.

The Center is confident that a comprehensive review process that includes the External Review Panel enables each candidate to receive thorough consideration and produces a diverse class of fellows well-suited to the mission and interests of the Woodrow Wilson International Center for Scholars.

During their fellowship period, Woodrow Wilson Center fellows work from offices at the Center and interact on a regular basis with other Center scholars and staff. The fellows give a "Work in Progress" presentation, during which they share the results of their research with colleagues and ask for feedback. Fellows also take part in meetings and conferences that bring them into contact with the public policy community. Examples might range from a breakfast meeting on Capitol Hill, where a fellow gives Congressional staff members background information about a current issue, to a small group session with representatives of Executive Branch Agencies, where fellows and policymakers engage in discussion about a policy currently under review. Although fellows themselves are encouraged to initiate some of this interaction, they are assisted by program directors at the Wilson Center, who introduce the fellows to key policymakers and opinion shapers during the fellowship year. Such dialogue between scholarship and public policy is the hallmark of the Woodrow Wilson Center's residential fellowship program. It distinguishes the Wilson Center from organizations that focus primarily on research.

Woodrow Wilson Center fellows from the class of 2014-2015 (FY 2014 grant awards) come from the United States, Germany, Japan, Mexico, Russia, Tunisia, and the United Kingdom.

The following are the names and project titles of just a few of the 2014-2015 fellows:


Max Rodenbeck, Middle East Bureau Chief, The Economist. “The Arab Exception.”


Teemu Ruskola, Professor of Law, Emory University School of Law. “China and the Making of Modern International Law.”

Joseph Sassoon, Visiting Professor, Center for Contemporary Arab Studies, Georgetown University. “Everyday Life under Authoritarianism in the Arab Republics.”

Maxim Trudolyubov, Opinion Page Editor, Vedomosti Daily, Russia. “Free Media in Unfree Environments (The Halfway House: How Russia's Incomplete Institutions Affect Media and How Media Affects Institutions).”


Elizabeth Wood, Professor of Russian and Soviet History, Massachusetts Institute of Technology. “Power and Performance in Putin’s Russia.”

Public Policy Scholars

The Woodrow Wilson Center makes grant awards to outstanding scholars and practitioners to be in residence as Public Policy Scholars. These individuals receive short-term residential appointments, usually three to five months in duration, to work on important public policy issues that are highly relevant and dovetail with the work of the Center. An emphasis has been
placed on the need in today’s climate to foster the research of the preeminent Public Policy Scholars on important issues of public policy.

The Wilson Center awarded 19 Public Policy Scholar grants with FY 2014 funding. As a result of increasing personnel costs the FY 2016 requests shows declines in some non-pay areas. To meet these overall budget restraints the Wilson Center expects to offer about 12 to 13 Public Policy Scholar grants in FY 2016 which represent a decline of about 1/3 fewer Public Policy Scholar grants from FY 2014. The Woodrow Wilson Center will continue its practice of appointing scholars who are working on important issues of public policy. These men and women give presentations about their research and interact with policymakers while in residence at the Center.

The following is a sampling of the projects that some Public Policy Scholars worked on during FY 2014:


Farahnaz Ispahani, Former Member of the National Assembly of Pakistan. “Protecting Religious Minorities in Pakistan.”

Jan Kalicki, Counselor for International Strategy, Chevron; Chairman, Eurasia Foundation. “Global and Regional Energy Security.”

Hamish McDonald, Senior Journalist, Australia. “The U.S. Pivot in Asia.”

Emad Shahin, Professor of Public Policy and Administration, School of Global Affairs and Public Policy, The American University in Cairo. “Political Inclusiveness in Egypt: Possibilities and Challenges.”

**Distinguished Scholars**

The FY 2015 and FY 2016 proposed budget requests funding to continue the Distinguished Scholar individual grants. Distinguished Scholars are preeminent scholars who are well-known and leaders in their fields and who have made valuable contributions to the world of scholarship and public policy.

FY 2014 Distinguished Scholars include:

Bruce Jentleson a leading scholar of American foreign policy and has served in a number of U.S. policy and political positions. He is Professor of Public Policy and Political Science at Duke University, where he previously served as Director of the Terry Sanford Institute of Public Policy (now the Sanford School of Public Policy). He has published numerous books including *American Foreign Policy: The Dynamics of Choice in the 21st Century* and *The End of
Arrogance: America in the Global Competition of Ideas, co-authored with Steven Weber. His book project at the Wilson Center was Profiles in Statesmanship: Seeking a Better World.

Wolfgang Ischinger is an eminent former German diplomat. He was Germany’s ambassador to the Court of St. James’s (the United Kingdom) from 2006 to May 2008. From 2001 to 2006, he was the German ambassador to the United States, and from 1998 to 2001, he was Staatssekretär (Deputy Foreign Minister) in Berlin. Ambassador Ischinger is the Chairman of the Munich Security Conference. His project at the Center focused on European security challenges. Stapleton Roy is a former U.S. ambassador to China. His State Department career focused on East Asia and the Soviet Union, Ambassador Roy’s ambassadorial assignments also included Singapore and Indonesia. His final post with the State Department was as Assistant Secretary for Intelligence and Research. Ambassador Roy’s project at the Wilson Center is "The United States and China: A New Type of Great Power Relationship."

Robin Wright is in her fourth year as a Wilson Center Distinguished Scholar. Her appointment is in joint partnership with United States Institute of Peace working on political Islam and broader Middle East issues. Ms. Wright was an award-winning journalist for over three decades. She will continue her work as a leading writer on developments in the entire Middle East region which has been of enormous benefit to the mission of the Wilson Center. She published in the fall of 2010 a Primer on Iran that is a living document which is continually updated. In 2011, she published a book entitled Rock the Casbah: Rage and Rebellion across the Islamic World. She wrote much of that book at the Wilson Center. She also recently edited a primer on the Arab Spring entitled "The Islamists Are Coming: Who They Really Are." She is maintaining a special interest in researching and writing on what she terms the rising post-jihadist generation in the Middle East. Her Wilson Center project is “The Middle East at a Crossroads—from North Africa to the Persian Gulf.”

In FY 2015 and FY 2016, the Wilson Center expects to continue awarding one to two Distinguished Scholars annually.

Wilson Center Global Fellows

The Center has created a new non-residential scholars program, known as the Wilson Center Global Fellows, which will strengthen our global network of thought-leaders who can produce research, timely analysis, and new ideas to amplify the mission and goals of the Center. These non-residential fellows contribute to the ongoing work of the Center’s programs and serve as an integral part of the overall intellectual community of the Wilson Center.

Conferences and Research Support

Conference and research support remains very important to the Center in leveraging other resources for support. Typical support includes honorarium, travel costs, professional services, and publication costs.
Conferences at the Wilson Center span a wide variety of subject matter and touch upon virtually all regions of the world. The following listing of conference titles include those supported by appropriated funds as well as those supported by non-appropriated funding.

FY2014 Conferences:

“Can the U.S. and China Build a New Model of Major Power Relations?”
“Iran’s Nuclear Chess: Calculating America’s Moves”
“The Future of the Islamic State of Iraq and al-Sham (ISIS)”
“Iran: Post-Nuclear Deal”
“Women’s Rights in North Africa”
“Citizen Security in Brazil: Progress and Challenges”
“Climate Change, Food Security and Adaptation in Central America” El Salvador, with USAID”
“The Democratic Alternative From the South: India, Brazil and South Africa”
“Brazilian Public Opinion Ahead of the World Cup: A Launch of the Pew Research Center’s Brazil Survey”
“Mexico’s Energy Reform: Assessing the Secondary Legislation”
“Envisioning a Competitive U.S.-Mexico Border”
“The Philippines, Vietnam, and Territorial Disputes in South China Sea”
“Arctic 2014: Who Gets a Voice and Why It Matters”
“Corruption and Business in Russia: National Problem, Regional Solutions”
“Innovation, Brain Drain, and the Politics of Russian Higher Education Reform”
“Into the Fold or Out in the Cold? NATO Expansion and European Security after the Cold War”
“The Future Direction of International Affairs Education and Foreign Language Studies in the United States”
“Sino-Japanese Relations After the Cold War: Two Tigers Sharing a Mountain”
“Pakistan’s Galloping Urbanization”
“Taking China Seriously: Replacing the Pivot with a Policy That Works”
“A Critical Oral History on US-ROK Relations in the Carter Years”
“Researching Middle East Archives and History”
“Archival Access and Transparency in Southeast Asia”
“Annual Summer Institute on Nuclear History”
“Ion Raitu Democracy Workshop on discrimination against Roma”
“Ahtisaari Symposium on European Security in Global Perspective, with Ambassador Wolfgang Ischinger”
“West Africa Behind the Headlines” Environment, Health, and Security Connections”
“Maternal Health in West Africa: An In-Country Dialogue”
“Life After the Presidency”
“Climate Change Adaptation and Peacebuilding in Africa”
“Going the Whole Nine Years: What is Needed for an Africa Free of AIDS, Tuberculosis, and Malaria”
Conferences Planned for FY 2015:

“The End of Greatness: Why America Can't Have and Doesn't Want Another Great President” (book talk)
“U.S. Policy Toward the Gulf Region”
“Iran’s Economy on the Move”
“Egypt and the Rule of Law”
“The Role of Sanctions in U.S. Foreign Policy”
“The Eastern Front and the Beginning of World War I”
“Transparency and Open Government in the Russian Federation”
“Overview of Upcoming Elections in Latin America”
“Climate Change Adaptation in Peru”
“Ion Ratiu Democracy Workshop”
“Ahtisaari Symposium on European Security in Global Perspective”
“FAPESP Week 2015: California”
“Symposium on Scientific Collaboration on Amazon Research”
“Wilson Center- Fundación Idea Innovación Forum”
“Weighing the Rebalance: India and Myanmar”
“Arctic 2015”
“Breaking the Impasse in the Asia Pacific”
“The Role of Sanctions in U.S. Foreign Policy”
“The Eastern Front and the Beginning of World War I”
“Transparency and Open Government in the Russian Federation”
“Japan-India Relations”
“The Year of the Election in Asia: Political Changes and Transition in the World’s Most Populous Region”
“Global Aging and the Future of US-Japan Relations”
“Xinjiang, China and the Cold War”
“Annual Summer Institute on Nuclear History”
“Annual WWICS-Kyungnam Korea Forum”
“Nuclear Latency: History and Policy Challenges”
“Climate Change, Development and Security”
“Bridging the Gap: Incorporating African Voices into Policymaking”
“Leadership and Governance in Africa: Key Challenges and Opportunities”
“Enhancing Conflict Prevention in Africa”
“Africa Rising – Unlocking Africa’s Economic and Development Potential”
“Post-Summit Reflections and Prospects for US-Africa Relations”
“Africa’s Evolving Global Role: The BRICS, Africa and Implications for US-Africa Policy”
“Gender and Inclusive Development in Africa – Translating Lessons Learned from Gender Mainstreaming in the Political to the Economic Sphere”
Conference Topics to be explored in FY 2016:

“The Role of the Jihadists in the Region”
“Can Tunisia be a Role Model for the Countries of the Arab Spring?”
“Iran’s Upcoming Parliamentary Elections”
“The Politics of Reconciliation between Russia and Ukraine”
“The Brusilov Offensive: Russia’s Last Chance at Victory in WWI”
“The Reform of Governance in Ukraine”
“The Pacific Alliance – A Five-Year Assessment”
“4th Brazilian Congressional Study Mission on Innovation”
“The Future of North America”
“Weighing the Rebalance: Multilateral Conference”
“U.S.-China 2020 (UC2020)”
“The Politics of Reconciliation between Russia and Ukraine”
“Afghanistan After the Drawdown: Implications for the Region and the World”
“Taiwan and the TPP”
“India’s Modi Government: A Two-Year Assessment”
“Assessing Sustainable Development in Africa: The Youth Factor”
“Unpacking the Horn of Africa: Innovative Approaches to Building Peace”
“Unlocking Africa’s Development Potential Through Transformation of Africa’s Education Sector”
“Taming Corruption in Africa: Lessons Learned and Best Practices”
“Revisiting Africa’s Resource Curse – Challenges and Opportunities”

Other topics will be determined as plans evolve.

The National Conversation

As mentioned above, the National Conversation is a series of high-level discussions on highly relevant policy topics. A recent selection of National Conversations includes:

If It’s Not a Cold War, What is It?
June 5, 2014 2:00–3:15pm
• Ambassador Thomas R. Pickering, former Under Secretary of State for Political Affairs and former U.S. Ambassador to Russia and the UN
• Fiona Hill, Director, Center on U.S. and Europe, Brookings Institution
• Matt Rojansky, Director, Kennan Institute, Wilson Center
• Michele Kelemen, Diplomacy Correspondent, NPR

Into the Fold or Out in the Cold?
NATO Expansion and European Security after the Cold War
May 2, 2014 10:00 a.m.–12:30 p.m.
• The Honorable Chuck Hagel, Secretary of Defense
The National Conversation
U.S. Energy Independence: A New American Narrative?
February 07, 2014 1:30–3:00 p.m.
- Jane Harman, Director, President, and CEO, Wilson Center
- Daniel Yergin, Pulitzer Prize–winning author, Vice Chairman of IHS, and Founder of Cambridge Energy Research Associates
- Michael Levi, Senior Fellow for Energy and Environment, Council on Foreign Relations
- Coral Davenport, Energy and Environment Reporter, New York Times
- Richard Harris, Moderator Science Correspondent, NPR

A Conversation with Secretary of Homeland Security Jeh Johnson
February 07, 2014 11:30 a.m.–12:30 p.m.
- The Honorable Jeh Johnson, Secretary of U.S. Department of Homeland Security
- Jane Harman, Director, President, and CEO, Wilson Center

Public-Private Partnerships in Aid: A Tool For U.S. Policy
February 14, 2014 12:30–2:00 p.m.
- Jane Harman, Director, President, and CEO, Wilson Center
- Rajiv Shah, Administrator, U.S. Agency for International Development
- Congressman Earl Blumenauer, U.S. Representative from Oregon
- Matthew Bishop, U.S. Business Editor and New York Bureau Chief, The Economist
- Sharon D’Agostino, Vice President for Corporate Citizenship, Johnson & Johnson

The National Conversation
Governing in a Borderless World: Meeting the Challenge of Instability
December 05, 2013 12:30–2:00 p.m.
- Jane Harman, Director, President, and CEO, Wilson Center
- Bruce Jentleson, Distinguished Scholar Professor of Public Policy and Political Science, Sanford School of Public Policy, Duke University
- Robert Kagan, Senior Fellow in the Center on the United States and Europe in Foreign Policy, Brookings Institution
- Steve Inskeep, Moderator Host, Morning Edition on National Public Radio

On the Nuclear Watch: Director General Yukiya Amano Talks About the IAEA and its Mission
November 01, 2013 11:30 a.m.–12:30 p.m.
- Jane Harman, Director, President, and CEO, Wilson Center
- Yukiya Amano, Director General, International Atomic Energy Agency
- Michael Adler, Public Policy Scholar Former Correspondent in Vienna for Agence France-Presse News Agency
## Public Service & Fellowship Program by Object Class
### FY 2014, FY 2015, and FY 2016
#### (Dollars in Thousands)

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>Compensation and Benefits</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel - Compensation</td>
<td>$1,821</td>
<td>$1,803</td>
<td>$2,215</td>
<td>$412</td>
</tr>
<tr>
<td>Personnel - Benefits</td>
<td>532</td>
<td>514</td>
<td>676</td>
<td>162</td>
</tr>
<tr>
<td>Subtotal - Compensation and Benefits</td>
<td>$2,353</td>
<td>$2,317</td>
<td>$2,891</td>
<td>$574</td>
</tr>
<tr>
<td><strong>Other Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel (transportation &amp; subsistence of persons)</td>
<td>60</td>
<td>59</td>
<td>100</td>
<td>41</td>
</tr>
<tr>
<td>Printing/photography/forms/multimedia publication</td>
<td>13</td>
<td>53</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>Advisory/assistance services/honorarium</td>
<td>42</td>
<td>70</td>
<td>113</td>
<td>43</td>
</tr>
<tr>
<td>Other services (stipends)</td>
<td>2090</td>
<td>1850</td>
<td>1365</td>
<td>(485)</td>
</tr>
<tr>
<td>Professional Services</td>
<td>90</td>
<td>58</td>
<td>150</td>
<td>92</td>
</tr>
<tr>
<td>Training</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>Subtotal - Non-Salary Expenses</td>
<td>$2,282</td>
<td>$2,060</td>
<td>$1,791</td>
<td>($361)</td>
</tr>
<tr>
<td>Total</td>
<td>$4,635</td>
<td>$4,377</td>
<td>$4,682</td>
<td>$213</td>
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</table>
## GENERAL ADMINISTRATION
(Dollars in Thousands)

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<tbody>
<tr>
<td>Personnel Costs</td>
<td>$1,709</td>
<td>$1,848</td>
<td>$2,040</td>
<td>$192</td>
</tr>
<tr>
<td>Operating</td>
<td>920</td>
<td>1,429</td>
<td>903</td>
<td>(526)</td>
</tr>
<tr>
<td>Total</td>
<td>$2,629</td>
<td>$3,277</td>
<td>$2,943</td>
<td>($334)</td>
</tr>
</tbody>
</table>

The General Administration budget line includes federal personnel compensation and benefits for some staff in the offices of the Executive Offices, financial management, human resources, information technology, and support services. It also presents in centralized fashion nearly all of the Center’s non-salary support expenses including computer equipment, computer supplies and services, software licenses, telephone, and network administration support, equipment (office, life-safety, & kitchen), office supplies, equipment maintenance, shipping, metro transit subsidies, miscellaneous contract services such as internet provider, advisory services, accounting and audit services, staff travel, and training.

The Woodrow Wilson Center has again received an unqualified audit opinion from KPMG for the Center’s FY 2014 A-136 special purpose audit of federal appropriated funds. Likewise, the Wilson Center anticipates unqualified audit opinions for the FY 2014’s annual A-133 Federal Grant audit and the annual consolidated financial statements audit.
General Administration by Object Class  
FY 2014, FY 2015, and FY 2016  
(Dollars in Thousands)

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<tbody>
<tr>
<td><strong>Compensation and Benefits</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel - Compensation</td>
<td>$1,295</td>
<td>$1,400</td>
<td>$1,540</td>
<td>$140</td>
</tr>
<tr>
<td>Personnel - Benefits</td>
<td>414</td>
<td>448</td>
<td>500</td>
<td>52</td>
</tr>
<tr>
<td><strong>Subtotal - Compensation and Benefits</strong></td>
<td>$1,709</td>
<td>$1,848</td>
<td>$2,040</td>
<td>$192</td>
</tr>
<tr>
<td><strong>Other Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel (transportation &amp; subsistence of persons)</td>
<td>$73</td>
<td>$75</td>
<td>$65</td>
<td>($10)</td>
</tr>
<tr>
<td>Transporation of things /communications/utilities</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>/postage</td>
<td>155</td>
<td>99</td>
<td>71</td>
<td>(28)</td>
</tr>
<tr>
<td>IT support &amp; maintenance</td>
<td>110</td>
<td>150</td>
<td>150</td>
<td>0</td>
</tr>
<tr>
<td>Non-IT support &amp; maintenance</td>
<td>80</td>
<td>70</td>
<td>40</td>
<td>(30)</td>
</tr>
<tr>
<td>Supplies and materials</td>
<td>85</td>
<td>135</td>
<td>85</td>
<td>(50)</td>
</tr>
<tr>
<td>Intergovernmental services</td>
<td>16</td>
<td>15</td>
<td>18</td>
<td>3</td>
</tr>
<tr>
<td>Professional services</td>
<td>202</td>
<td>529</td>
<td>340</td>
<td>(189)</td>
</tr>
<tr>
<td>Equipment/furniture/software</td>
<td>195</td>
<td>350</td>
<td>100</td>
<td>(250)</td>
</tr>
<tr>
<td>Printing/publications/forms</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Training</td>
<td>4</td>
<td>4</td>
<td>32</td>
<td>28</td>
</tr>
<tr>
<td><strong>Subtotal - Non-Salary Expenses</strong></td>
<td>$920</td>
<td>$1,429</td>
<td>$903</td>
<td>($526)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$2,629</td>
<td>$3,277</td>
<td>$2,943</td>
<td>($334)</td>
</tr>
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</table>
SMITHSONIAN INSTITUTION SERVICE FEE
(Dollars in Thousands)

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<tbody>
<tr>
<td>Other Expenses</td>
<td>$310</td>
<td>$310</td>
<td>$310</td>
<td>$0</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Services</td>
<td>$310</td>
<td>$310</td>
<td>$310</td>
<td>$0</td>
</tr>
<tr>
<td>Subtotal - Non-Salary</td>
<td>310</td>
<td>310</td>
<td>310</td>
<td>$0</td>
</tr>
<tr>
<td>Total</td>
<td>$310</td>
<td>$310</td>
<td>$310</td>
<td>$0</td>
</tr>
</tbody>
</table>

The FY 2016 funding request of $310,000 will be used to pay the Smithsonian Institution (SI) for a variety of specialized services deemed to be too costly for the Woodrow Wilson Center to provide independently. In the past this has included such areas as legal, federal accounting, contracting, federal benefits administration, EEO services, labor relations, new employee background investigations, badging services, some library assistance including placing and administering orders for serials, access to an inspector general's office, risk management, mail services, and archive management.
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</thead>
<tbody>
<tr>
<td>Personnel - Cost</td>
<td>$1,183</td>
<td>$879</td>
<td>$965</td>
<td>$86</td>
</tr>
<tr>
<td>Operations</td>
<td>410</td>
<td>356</td>
<td>250</td>
<td>(106)</td>
</tr>
<tr>
<td>Total</td>
<td>$1,593</td>
<td>$1,235</td>
<td>$1,215</td>
<td>($20)</td>
</tr>
</tbody>
</table>

The Outreach and Communications operating activities are comprised of seven primary activities:

1. the website www.wilsoncenter.org;
2. various e-newsletters and other advisories (distributed electronically);
3. social media;
4. civic organization programs through our Public Education & Outreach office;
5. books and related publications published by Woodrow Wilson Center Press (soon to be available as e-books);
6. short-form video presentations presented via www.wilsoncenter.org web; and
7. the Wilson Quarterly digital magazine.

Major conferences and briefings was included as the 8th principal outreach effort in FY 2014 and FY 2015. The activity has moved to the Public Service area of the Wilson Center’s budget request which is where the FY 2014 and FY 2015 conference and research support funding is shown.

Personnel costs cover expenses for some staff of the External Relations Office. The outreach activities are designed to benefit national and international audiences by communicating the results of Center-supported programs and/or research. The FY 2016 proposed budget represents a reduction of nearly 40% from the FY 2014 Appropriation. The Center will attempt to make up this decline in appropriated funding with unrestricted contributions. These funds are crucial to disseminating the non-partisan research, debates, and dialogue at the Center to decision-makers, academia, citizens, and the international community.
The Center’s outreach activities and initiatives are in response to the urging of the Congress. The goal is to increase the visibility of the valuable nonpartisan work done at the Center on major issues confronting America and the world in the twenty-first century. As new communications technologies continue to emerge and evolve rapidly, it is critically important that the Center remain current through requisite equipment, technology upgrades, and trained personnel to ensure timely and adequate delivery of information and dissemination of programming through various multimedia devices and mechanisms.

The website is most often the first visible representation of the Center’s programs and scholarship work which people encounter and is the most widely used communications tool of the Center. In FY 2014, a website redesign process had begun with the ultimate goal of making the website fully responsive, accessible (including from all mobile devices), and engaging to all stakeholders. The site design conforms to industry best practices and fully integrates with all Center social media channels, thereby maximizing the reach of our content. Appropriated funding will continue to support the ongoing need for website maintenance, software, and other upgrades necessary to remain current.

Public Affairs

The External Relations Office brands the Center and markets the work of its programs and staff, with a new emphasis on largely digital products — from publications on our website; keynote events such as our Ground Truth Briefings, Director’s Forums, and National Conversations co-branded with National Public Radio; and outreach and interaction with media across all media platforms, including print, broadcast, digital, and social. Working with the Center’s programs, projects, and staff, the External Relations Office reaches the full range of our target audiences — including policymakers and their staff, media, the private sector, nongovernmental organizations, academe, and donors and prospective donors.

In addition to the range of outreach tools described above, the External Relations Office highlights the Center and its programs through the following mediums: broadcast-quality interviews with scholars, fellows, and staff; publications produced for digital distribution, including the new Wilson Quarterly digital magazine; and books and other publications from Woodrow Wilson Center Press. The Center’s graphic design team produces high-quality publications, mostly electronic, that help appeal to broad national and international audiences.

In August 2013, the Center began using Marketo, a cloud-based marketing automation system that manages the Center’s contact database and provides tools for email distribution and event registration. Since adopting Marketo, we have seen our overall contacts grow by 66 percent.

Since the Center ramped up its social media exposure in February 2013, we have seen dramatic results. Overall “likes” of our Facebook Page have jumped by more than 625 percent, and followers of our Twitter account increased by more than 350 percent. Our subscriber base has grown by 66 percent. The Center’s e-newsletter, The Wilson Weekly, now reaches more than
24,000 customers, up from 16,000 just a year ago. The weekly e-newsletter features video, audio, summaries, transcripts and articles on Center programs, events, scholars and staff, presented in an interactive, concise, digestible and visually appealing format.

Public Education and Outreach

The Public Education and Outreach program within the External Relations Office promotes the Center’s research efforts to schools and civic organizations in the greater Washington, D.C., area and across the United States by offering presentations by staff and scholars, inviting groups to visit the Center to learn about its work and activities, and providing tours of the Woodrow Wilson Presidential Memorial exhibit. In partnership with the Ronald Reagan International Trade Center, the Center has organized dozens of visits to the exhibit and provided educational talks to hundreds of high school and college students.

This program also facilitates events, partnerships, educational activities, and speaking engagements for Wilson Center staff and scholars. Our events and educational partners include students, teachers, civic groups, and professional organizations on a wide range of topics and issues in Washington, D.C., nationally, and internationally. Highlights of our recent partnerships include the World Affairs Council, the Washington Internship Institute, the Cesar Chavez Public Charter Schools for Public Policy, The John Glenn School of Public Affairs at Ohio State University, and high school and college students from the United States and abroad. The Center organizes more than 50 events a year with our partners and visiting school groups and also handles hundreds of outside requests to provide expert speakers on a variety of topics. The Center plans to actively promote our high-level, in-demand speakers to academic, institutional, and civic organizations across the country to further raise the visibility of the Center’s scholars and programs. The events element of the outreach strategy has begun to develop strong relationships with international partners, enabling outreach to grow to hosting new events and programs outside the United States. By 2015, we expect our new events program to be truly global.

Our website (http://www.wilsoncenter.org) is the leading source of Center news and information. Updated daily, it details forthcoming events, videos, transcripts, and news reports on completed meetings; the latest media appearances of our staff and scholars; and news on our publications and latest broadcasts. Traffic to the website continues to increase, as do subscriptions to the e-newsletter, expanding the Center’s audience beyond Washington, D.C., deeper into national and international markets. Site traffic went up by 52 percent from 2013 to 2014. The website is constantly evolving, as a versatile and dynamic tool in a fast-changing media environment. The website landing page allows us to highlight content with a feature rotator that cycles through eight top stories following the current news cycle. The site has multiple goals: feature as much relevant content as possible, highlight media interviews with our scholars, encourage new subscribers to the Center’s various e-newsletters and publications, showcase the range of our audiovisual offerings, and attract more applicants for our grants and fellowships. The site also provides a portal to newly posted and archived audio and video content, transcripts, related articles, and additional resources.
The Center continues vigorous efforts to place its work and research in the public sphere through media outreach, growing its media profile across broadcast and print and new media. Compared to the same period in 2013 the Wilson Center has grown its broadcast media presence by more than 20%, and nearly doubled the number of commentary articles published in news sources. The number of Wilson Center scholar interviews with TV and radio broadcast media increased by 46 percent compared to 2013, including ten appearances on highly viewed Sunday public affairs programs such as such as CBS’s *Face the Nation*, NBC’s *Meet the Press*, ABC’s *This Week*, and *Fox News Sunday*.

Beginning in 2013, the Wilson Center launched a series of Ground Truth Briefings to highlight fast-breaking foreign policy issues of critical importance to the United States and the international community. These teleconferences bring together analysts, policymakers, journalists, and scholars who can offer real-time briefings of key foreign policy issues — not just from Washington but from Wilson Center Scholars, Fellows, and noted experts who are on the ground in hot spots around the globe. Thus far, we have held more than 30 Ground Truth Briefings on such current events as the crisis in Ukraine, the Iran nuclear deal, the Egyptian presidential election, Egypt’s new constitution, the death of Nelson Mandela, the crisis in Syria, crises in Venezuela, and the flood of unaccompanied children at the U.S. border.

The Center is taking a strategic approach to building our social media presence. The Center’s social media efforts have expanded in terms of both breadth and depth. Our growth on leading networks like Facebook and Twitter has been robust, and the Center has coupled those efforts with new strategies for emerging social media and online efforts, including Tumblr, Instagram, CrowdHall, Google+, Medium, BuzzFeed, LinkedIn, and Pinterest — all with the goal of engaging with new users, moving them up the ladder of engagement, and educating the public about the global issues that matter.

In the year ahead, we will continue to grow our online engagement, through community management that is integrated across all Center communications and scholarly efforts. To that end, we hope to drill deeper into some of the social networks, better target specific segments of the audience, and make fuller use of advertising options available to us but heretofore untapped.

**Woodrow Wilson Center Press**

*Woodrow Wilson Center Press* (the Press) shares the mission of the Center by publishing outstanding scholarly and public policy books for a worldwide readership. Written by the Center’s global network of scholars and its expert staff, Center publications concentrate on subjects of the Center’s greatest strength, especially energy, security, environmental and social resilience, urban studies, U.S. foreign policy, Cold War history, and area studies.

These books are marketed through co-publishing relationships with major university presses, principally those of Columbia and Stanford. The Press edits and manufactures the books, and
the partner presses advertise and sell the publications. Co-publishing allows the Press to reach specialist readers throughout the world. In addition, co-publishing permits the Press to publish more titles with a small staff, and royalty revenue reduces the Center’s reliance on its federal appropriation.

The Press’s recently completed series arrangement with Columbia University Press arranges for all books to be published as e-books as well as in print. By early FY 2015, all other outlets should also be publishing Press books in e-book form.

Recent books published or in production by the Wilson Center Press:

Books published

- Cold War in the Congo
- Lessons from the Moldova-Transnistria Conflict
- The United States and the Soviet Union in the United Nations
- Russo-British Relations in Nineteenth-Century Central and East Asia
- Populism in Latin America
- Origins of the Suez Crisis
- Nontraditional Security Challenges in Asia
- Territorial Disputes in Israel, Lebanon, and Syria
- Globalization and America’s Trade Agreements
- Armed Conflicts between Great and Small Powers

Books in editing and production

- Back-Channel Diplomacy and the Israeli-Palestinian Conflict
- International Assistance in State-Building in Postconflict Kosovo
- The Euromissile Crisis and the End of the Cold War
- The Economy of Migrant Remittances in Peru
- Communist Poland versus Radio Free Europe
- Revival of Islam in Saddam Hussein’s Iraq
- Ethics and Law of the Internet
- Terrorists’ Use of the Internet

Wilson Briefs

Wilson Briefs are 1,000 to 1,500 word analyses of current policy questions by Wilson Center experts. They concisely present the essential points of a topic and move toward a set of policy recommendations. Written for non-experts, the Briefs are published principally on the Center’s website and, as needed, in print. The Briefs series began in its current form in FY 2014; with the goal of publishing one or two a month.
Recent briefs:

“How Cities Can Foster Tolerance and Acceptance,” by Blair A. Ruble, director of the Wilson Center’s Urban Sustainability Laboratory

“Leveling the Playing Field for U.S. Trade with Asia,” by Kent H. Hughes, senior scholar at the Center and author of Building the Next American Century: The Past and Future of American Economic Competitiveness

“The Other Deficit—the International One—and How to Shrink It,” by Kent H. Hughes

The Wilson Quarterly

The Wilson Quarterly (WQ) is an award-winning magazine of ideas and information. In spring 2014, WQ switched to a stunning new online format. Building on the original Wilson Quarterly’s proud tradition of bringing the latest thinking of scholars and other researchers to a broad national audience in order to enhance democratic debate, the relaunched WQ is available to an even broader audience: it is primed for the digital/social age, does not require subscriptions or use paywalls, and uses a beautiful responsive design that is accessible on all devices (without the need of an additional app). WQ’s new platform enables the Center to tell immersive stories about the people, events, and ideas that shape the world while drawing on the work of the Center’s fellows, scholars, and staff, as well as outside experts.

The new, visually impactful, web-based WQ aims to provide an ongoing stream of content about current events and ideas, punctuated once a quarter by a cluster of pieces examining one theme or issue from a variety of angles and in various formats. We will continue to explore diverse perspectives via long-form “anchor” text pieces, medium-length feature stories, infographics, interactive elements, original illustrations, and short-form documentaries — all in an effort to make specialized knowledge accessible and interesting to a broad spectrum of readers. This year, we have folded WQ into the broader operations of the Communications office, which has allowed us to save on personnel costs, and tied its substance closely with our programming lanes.

The Spring 2014 cluster, “Afghanistan,” explored the U.S. war efforts within the country’s decades-long civil war. The issue was anchored by a powerful feature piece by celebrated journalist Christina Lamb (a Wilson Center Global Fellow and the author of I Am Malala) about the women of Afghanistan, the challenges they have faced, the ways they have rebuilt their lives, and what they fear as Western troops prepare to leave. Among other complementary pieces, Lamb’s feature was joined by a short documentary about how the war has led to increased funding for amputees on the home front (and how technology for prosthetics has evolved rapidly as a result); a collaborative effort WQ made with the Library of Congress’s Veterans History Project, which offers U.S. veterans’ moving stories of life at war in Afghanistan and post-deployment at home; and an interactive timeline of Afghanistan’s civil war.
The Summer 2014 issue explored the 25th anniversary of 1989 and events that shook the world then (and continue to shape the world now). In June, we published a feature piece about the changes that China has faced over the past 25 years, as seen through the eyes of a journalist who reported from Tiananmen in 1989 (and, more recently, from Beijing in 2013). WQ also released 85 never-before-seen photos from the Tiananmen Square protests, which breathe new life into the 1989 democracy movement. Drawing on an array of Wilson Center experts, other 1989 events that WQ will explore include the fall of the Berlin Wall, the death of Iran’s Ayatollah Khomeini, the Jesuit priests of El Salvador, Mikhail Gorbachev’s last chance to hold on to power in the Soviet Union, the invention of the World Wide Web, the launch of the first GPS satellite, and many more.

In Fall 2014, WQ marked the anniversaries of the “Great Wars” with pieces on World War I (which marks its 100th anniversary) and World War II (which marks its 75th). WQ will again be partnering with the Library of Congress’s Veterans History Project for an oral remembrance of America’s soldiers in both wars, and will feature other pieces that explore related issues including how genocide is remembered, how the way we honor fallen soldiers has changed, how men who were conscientious objectors to World War II feel now as they look back at the war, whether it is possible to make the world “safe for democracy,” and how to look on the unique moment we are at as these wars change from memory into history.

**Broadcasting and Multimedia Productions**

Our Internet-friendly roster of broadcast-quality video features enables the Center to share content via YouTube, iTunes, and other popular social media and web-based platforms. The lineup includes CONTEXT, video briefings on important issues delivered by recognized experts; NOW, a discussion format program that offers concise and relevant insight into breaking news and other vital issues and events; and REWIND, a short news feature summary of Wilson Center events and initiatives.

These programs provide fora for evidence-based, civil, and nonpartisan explorations of a wide range of issues. Topics and guests provide deep insight and context that extends to history and culture as well as current events. The programs also provide a showcase for Wilson staff and scholars and reflect the institutions convening power through its inclusion of voices from outside the Center. Center programs feature thought-provoking, fair, and inclusive approaches that distinguish the Center as a safe haven for policy discussions that go far beyond partisan talking points.

Web-distributed video is experiencing massive growth. Watching video online has gone from a niche activity to mainstream. YouTube alone claims more than 1 billion unique users each month, spending more than 4 billion hours watching videos. According to a recent study, online video traffic will represent 55 percent of all consumer Internet traffic in 2016. The Center is well-positioned to continue to provide content in a relevant manner thanks to our in-house video production capacity.
Audiovisual Support and Production

Operating under the Center’s External Relations Office, the Audiovisual Support and Production unit provides media and audiovisual services for more than 1,000 meetings per year, for the Center’s broadcast studio, for short-format online video, and for other special video projects. Services also include technical support and logistics for the visiting electronic media and related technical facilities management.

Audiovisual productions include services for live event presentation and communications involving international dignitaries from the academic, political, and corporate communities. Support includes technology for public presentation, video and web conferencing, television production, and webcasting. The technical facilities for audiovisual support, media services, and media production continue to help define the Center’s public image as a leader in projecting ideas on international public policy.

Enhancing the outreach efforts of the Center, Audiovisual Support also provides ongoing media production support for the visiting press during their coverage of many events at the Center and for their use of the in-house television studio to access the experts of the Center. Press organizations supported on a regular basis include C-SPAN, NPR, CNN, CCTV, Reuters and UP television, Bloomberg TV, Al-Hurra TV, the Canadian Broadcasting Corporation, FOX, NBC, MSNBC, ABC, CBS, BBC, WorldNet and VOA, and various foreign television press.

Audiovisual Support provides the production services for the Center’s online video series: REWIND, NOW, and CONTEXT. Additional non-broadcast and multimedia video projects include live webcasts and videoconferences of Center events. Webcasting is a major component to the public expression of the Center’s work, with more than 500 hours of live events recorded annually and followed by video-on-demand access to these programs.

Operations and equipment maintenance continue for the Center’s radio and video editing suite, TV studio, streaming web servers, video production equipment, auditorium, and conference rooms. In 2016, the department will continue to recapitalize its facilities to keep pace with emerging technologies. Our future focus will be on next-generation computer systems for media production and the use of “unified communications” in the public meetings we host.
### Outreach and Communications by Object Class
**FY 2014, FY 2015, and FY 2016**
*(Dollars in Thousands)*

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Compensation and Benefits</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel - Compensation</td>
<td>$887</td>
<td>$660</td>
<td>$724</td>
<td>$64</td>
</tr>
<tr>
<td>Personnel - Benefits</td>
<td>296</td>
<td>219</td>
<td>241</td>
<td>22</td>
</tr>
<tr>
<td>Subtotal - Compensation and Benefits</td>
<td>$1,183</td>
<td>$879</td>
<td>$965</td>
<td>$86</td>
</tr>
<tr>
<td><strong>Other Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel (transportation &amp; subsistence of persons)</td>
<td>$2</td>
<td>$1</td>
<td>$1</td>
<td>$0</td>
</tr>
<tr>
<td>Transporation of things</td>
<td>38</td>
<td>2</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>/communications/utilities/postage</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Printing/reproduction/photography/forms/publications</td>
<td>112</td>
<td>10</td>
<td>18</td>
<td>8</td>
</tr>
<tr>
<td>Advisory/assistance services/honorarium</td>
<td>31</td>
<td>15</td>
<td>15</td>
<td>0</td>
</tr>
<tr>
<td>Professional services</td>
<td>85</td>
<td>90</td>
<td>89</td>
<td>(1)</td>
</tr>
<tr>
<td>IT support &amp; maintenance</td>
<td>90</td>
<td>150</td>
<td>110</td>
<td>(40)</td>
</tr>
<tr>
<td>Training</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Equipment/furniture/software</td>
<td>0</td>
<td>76</td>
<td>8</td>
<td>(68)</td>
</tr>
<tr>
<td>Outreach -advertising/marketing/public announcements</td>
<td>50</td>
<td>10</td>
<td>4</td>
<td>(6)</td>
</tr>
<tr>
<td><strong>Subtotal - Non-Salary Expenses</strong></td>
<td><strong>$410</strong></td>
<td><strong>$356</strong></td>
<td><strong>$250</strong></td>
<td>$(106)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$1,593</td>
<td>$1,235</td>
<td>$1,215</td>
<td>$(20)</td>
</tr>
</tbody>
</table>
The costs related to facility maintenance, renovation and operations are included in Building Requirements. Since the Center occupies space in a federally-owned building (Ronald Reagan Building), managed and maintained by the General Services Administration (GSA) facility management team, contractors and/or the Department of Homeland Security and their contractors provide many required services to the Center for which we pay. Expenditures in this category cover primarily after-hours utilities, guard, janitorial service; preventative maintenance on agency owned HVAC equipment; and general facility maintenance, renovation, supplies, repair and electric/wiring work via Reimbursable Work Authorizations.

Past uses of this funding by the Center in the area of facility maintenance has been used to: increase interior functional space/creating new offices, workrooms and carrel space; renovate seating, painting, and carpeting in the auditorium; provide the infrastructure/wiring/equipment to install and/or relocate multimedia, IT, HVAC, and kitchen equipment; and provide new plaster, paint and carpeting in high traffic areas where the facilities have started to deteriorate after more than 15 years of occupancy.
Wilson Center Total Budget for Non- Appropriated Operating Funds Compared to Appropriated Funds

The Appropriation covers about one-third of the Center total activities.

<table>
<thead>
<tr>
<th>Total - All Activities</th>
<th>Beginning Net Assets</th>
<th>Income</th>
<th>Expenses</th>
<th>Ending Net Assets</th>
<th>Appropriation/ Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2014 (unaudited)</td>
<td>$63,374,000</td>
<td>$18,531,000</td>
<td>$22,594,000</td>
<td>$59,311,000</td>
<td>$10,500,000</td>
</tr>
<tr>
<td>FY 2015 (estimate)</td>
<td>$59,311,000</td>
<td>$17,968,000</td>
<td>$22,894,000</td>
<td>$54,385,000</td>
<td>$10,500,000</td>
</tr>
<tr>
<td>FY 2016 (estimate)</td>
<td>$54,385,000</td>
<td>$16,997,000</td>
<td>$22,347,000</td>
<td>$49,035,000</td>
<td>$10,420,000</td>
</tr>
</tbody>
</table>

Non-appropriated funding is derived primarily from a wide range of grants, gifts, and endowment income. The estimated budget data for non-appropriated funding activity is conservatively budgeted; it is the Center’s long-standing practice to reflect in the out-years only those monies for which the source is already known and the outcome reasonably secure. Although fund-raising activities at the outset always have uncertain results, every effort is being made to meet or exceed current private contributions. The column titled “Appropriation” is used to show a comparison between Wilson Center activities supported by appropriated funds versus non-appropriated operating funds.

Endowment principal balances are shown on the final three pages of these appendices.
Wilson Center Funding for General Administration, Operations, and Outreach Compared to Federal Appropriation for General Administration, Smithsonian Fee, Building Requirements and Outreach

<table>
<thead>
<tr>
<th>General Center &amp; Outreach</th>
<th>Non-Appropriated Funds</th>
<th>Appropriation/Request</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Beginning</td>
<td>Income</td>
</tr>
<tr>
<td></td>
<td>Net Assets</td>
<td></td>
</tr>
<tr>
<td>FY 2014 (unaudited)</td>
<td>$53,548,000</td>
<td>$9,633,000</td>
</tr>
<tr>
<td>FY 2015 (estimate)</td>
<td>$50,896,000</td>
<td>$9,729,000</td>
</tr>
<tr>
<td>FY 2016 (estimate)</td>
<td>$47,562,000</td>
<td>$9,603,000</td>
</tr>
</tbody>
</table>

General Center non-appropriated operating funds are obtained from gifts, endowment income, overhead recovery on restricted program/project activity, and to a lesser extent publication royalties and interest income. Expenses consist of the personnel costs for a majority of administrative staff, reimbursement to the Smithsonian Institution (SI) for certain administrative services provided, other administrative expenses (including insurance, endowment management, banking fees, and metro transit subsidies), all personnel costs and operating expenses of the Development Office, and a portion of the External Relations personnel and operating expenses.

Reflected in the beginning net assets balance is the remainder of the 30 years of contributed building facilities for the Wilson Center’s use at the Ronald Reagan Building. The Center will recognize a reduction in net assets each year of $3.44 million. In accounting for the 30 year contributed rent agreement. The Wilson Center also recognizes annually the current year increase in market value over the amortized amount resulting in an approximate addition of $3.5 million of revenue and expense.

The General Center appropriation figure includes a portion of the Center’s administration, operations, building requirements, Smithsonian fee, as well as some of the Outreach/External Affairs Office funding for personnel and operations.
Non-Appropriated Program and Project Funding Compared to Appropriated Fellowship, Public Service, and Scholarship Administration & Services

<table>
<thead>
<tr>
<th></th>
<th>Non-Appropriated Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programs, Projects, Fellowships &amp; Scholarships</td>
<td>Beginning Net Assets</td>
</tr>
<tr>
<td>FY 2014 (unaudited)</td>
<td>$9,826,000</td>
</tr>
<tr>
<td>FY 2015 (estimate)</td>
<td>$8,415,000</td>
</tr>
<tr>
<td>FY 2016 (estimate)</td>
<td>$6,823,000</td>
</tr>
</tbody>
</table>

The Woodrow Wilson International Center for Scholars currently has three overarching themes. They are emerging powers and emerging societies; democratic awakenings and transitions; and global chokepoint, the effort to build a dialogue among government, the private sector, and non-governmental groups on how to achieve energy sustainability without affecting water supplies in the developing world. An effort will be made to include an in-depth look at women’s leadership within each of these themes.

Non-appropriated program & project funding through grants, gifts, and contracts provide resources to fund the relevant, contemporary, historical, and forward thinking meetings, conferences and activities of the diverse programs at the Wilson Center and the related personnel costs of numerous program staff. Additionally, the non-appropriated monies fund about two-thirds of the annual 150 fellows and scholars which come to the Wilson Center for periods ranging from one month to one year. The scholars receiving stipends from donor specified restricted contributions are chosen based on qualifications that are within the donors’ desires designated by the restricted uses.

The Fellowship Program funded by federal appropriation provides essential funds each fiscal year for granting fellowship appointments selected through an open competitive process. Once the annual competition is completed and fellowship awards are accepted, each fellow, according to his/her research project, is assigned to a program within the Wilson Center.

The Appropriation column in this section includes Fellowships, Public Service personnel costs for some of the Center’s program directors and assistants, Public Policy Scholars, the annual fellowship competition administrative costs, and funding for scholar support services.
REGIONAL AND RELEVANT ISSUES CURRENTLY BEING STUDIED AT THE WILSON CENTER

Africa Program

The Africa Program’s mission is to address the most critical, current, and over-the-horizon issues facing Africa; to foster policy-focused dialogue about options for stronger and mutually-beneficial US-Africa relations; and to enhance knowledge and understanding of Africa in the US. The program has four-programmatic pillars: i) governance and leadership; ii) conflict management and peacebuilding; iii) sustainable development and human security; and iv) Africa’s evolving role in the global arena. The roles of youth, women, and technology are critical to good governance, securing peace, mitigating poverty, and assuring sustainable development in Africa. Therefore, these issues are addressed across all four pillars. To achieve its mission, the program interrogates key issues and provides analyses that challenge the narrative on Africa, learn from and amplify its successes, and offer actionable ideas for addressing Africa’s most pressing challenges.

Through its research, public events, and projects, as well as media outreach, the program has succeeded in engaging Members of Congress, Executive Branch officials, and other policymakers on ongoing issues in Africa. The program publishes a series of reports designed to highlight issues in Africa policy and provide expert analyses through its Southern Voices Network scholarship. Additionally, its Working Groups have delved into difficult issues, including the Sudans, the Horn of Africa, Nigeria, CAR, the Sahel and created linkages between stakeholders to review policy options.

The program organized numerous events in FY 2014, including: A Private Discussion with Hery Rajaonarimampianina, President of Madagascar; A Conversation with Finland’s Minister of International Development, Pekka Haavisto, on Peacebuilding and Statebuilding in the Horn of Africa; Twin Challenges to Peace and Stability in Africa and to US Policy: Boko Haram in Nigeria and Civil Conflict in South Sudan; and South Africa at 20: Celebrating 20 Years of Freedom and Democracy. Additionally, Dr. Muyangwa moderated a discussion on the United States’ core interests in Africa during the Day at the Wilson Center and represented the program at a Gender Mainstreaming Seminar in Namibia.

The program administers a project, funded by the Carnegie Corporation of New York, entitled, “Southern Voices in the Northern Policy Debate.” Under this initiative, the program has formed a network of 15 research institutes from across Africa that increases understanding and consideration of African perspectives in the formulation of US policy towards Africa. The program facilitates this network. One component of this initiative is a 3-month scholarship for members of the network to effect research at the Center and share perspectives on issues in US-Africa relations with the Africa-focused community in Washington. Over the past year, the program has hosted 7 scholars, covering topics of interest to Africa and the US. We hope to continue this initiative and have submitted a renewal proposal to Carnegie.
These topics are a snapshot; we plan on developing further events this year and next that will pursue these issues, but also look at other questions, such as the role of emerging economies and blocs – i.e. BRICS -- and the implications for US policy; AGOA and opportunities for enhancing trade and development; and considering more effective conflict prevention and peacebuilding measures in Africa.

Asia Program

Sustained non-appropriated funds are derived from two Asia Program restricted endowments: one for activities on Japan, U.S.-Japan relations, and East Asian political, economic, and security issues; and the other for the Korean peninsula and U.S.-Korea relations. Additional funding has been obtained from foundations and individuals, including a grant from the Taipei Economic and Cultural Representative Office in the United States (TECRO) for the study of Taiwan and its East Asian neighborhood; a grant from the Fellowship Fund for Pakistan to support programming and publications related to Pakistan, as well as an annual visiting scholar; and a grant from the Sasakawa Peace Foundation to support programming, publications, an annual Tokyo conference, and visiting scholars from Japan. These funds make possible seminars, workshops, conferences, and Capitol Hill briefings that focus not only on bilateral and multilateral issues pertaining to Asia, but also on developments within Asia that are of importance to the United States. In-depth analyses and other reports resulting from these programs are disseminated, without charge, to Congressional offices, executive branch officials, business and NGO representatives, academics, policy analysts, and the media.

The Asia Program continues the emphasis it has given since September 11, 2001, to political Islam in Asia. Asia Program events over the past year have looked at U.S. counterterrorism policies in Afghanistan, Pakistan, and beyond; security, economic, and political issues in Pakistan, including a major conference and report on Pakistan’s urbanization challenges; recent developments in Pakistan’s nuclear weapons program and doctrine; and political, military, and civil society developments in Afghanistan. Other Asia Program events over the past year have explored topics as varied as cross Taiwan-Strait relations; Taiwan and the U.S. rebalance to Asia, including U.S. arms sales to Taiwan; Indian jihadist organizations; political and security issues on the Korean peninsula, including the U.S.-ROK security alliance; Bangladesh’s deteriorating political environment; the Trans-Pacific Partnership negotiations; and history as a factor in current East Asian tensions. Spring 2014 saw the second Nancy Bernkopf Tucker Memorial Lecture on U.S.-East Asia Relations, featuring an address by noted China scholar Harry Harding, and an Asia Program-organized 7-person visit to Taiwan.

Canada Institute

The Canada Institute’s mission is to increase awareness and knowledge about Canada and Canada-U.S. relations among U.S. policymakers and opinion leaders. In its programs, seminars, and publications, the Canada Institute promotes dialogue in three core areas: energy and the environment; border and border related security issues; and trade and economic issues. In addition, the Canada Institute provides briefings and hosts various public policy scholars-in-
residence from both Canada and the United States, including the Fulbright Visiting Research Chair in Canada-U.S. Relations.

The bulk of the Canada Institute’s revenue comes from private sector fundraising dinners in Canada, which are organized with the Wilson Center’s Development Office. Dinner-related funds were used in prior years to set up two small endowment funds that currently support a portion of the Institute’s projects and scholars. The Canada Institute has received a very small amount of congressionally appropriated funds to cover a portion of one or two specific conferences. In the past, the Canada Institute received a small annual grant from the Canadian Embassy in Washington, D.C., that supported specific programs and publications; this grant has been discontinued. The Canada Institute currently receives a nominal gift from the Embassy that ensures that the Canada Institute maintains its charitable tax status in Canada. The Institute continues to receive some financial support from the governments of Quebec and Alberta that support programming and travel. Additional financial support comes from donations from corporate and individual members of the Canada Institute Advisory Board, one-time corporate sponsorships of specific Canada Institute programs, as well as some smaller donations.

The Canada Institute’s One Issue, Two Voices publication series pairs prominent American and Canadian experts to discuss concerns in the bilateral relationship. Recent issues have focused on executive labor mobility for professionals doing business in Canada and the United States, off-shore drilling regimes, non-tariff trade barriers, the Beyond the Border Action Plan, and supply management in agriculture.

The Canada Institute’s recent programming highlights include events on Arctic sovereignty and security, U.S. trade remedies and the World Trade Organization, smuggling across the Canada-U.S. border, the premiere of a documentary on the Keystone XL pipeline, and public-private partnerships with Congressman Gerry Connolly, Canadian Ambassador Gary Doer, and British Columbia Premier Christy Clark. Other events included an update on the Beyond the Border Action Plan, a discussion of entry-exit systems in North America, as well as the current state of the Great Lakes St. Lawrence region, and a book discussion with former Prime Minister of Canada Joe Clark.

The Canada Institute’s FY 2015 and FY 2016 programming will focus particularly on energy security, as well as Arctic issues. The Canada Institute will continue to collaborate on a variety of topics with other programs at the Wilson Center.

Specific programming for FY 2015 includes events on export controls, supply management, and energy literacy. Through FY 2015 and FY 2016, the Canada Institute will continue to study the Beyond the Border Action Plan and the Regulatory Cooperation Council, as well as host the Regulatory Cooperation Council’s stakeholder breakout sessions.
Global Europe

The Center's Global Europe program addresses vital issues affecting the United States' relations with Europe through scholars-in-residence, seminars, international conferences and publications. With a new focus on “Global Europe” the program will evaluate Europe as a global actor, which either competes or cooperates with the U.S. Whether or not the U.S. is able to cooperate with their European counterparts will determine whether or not a policy succeeds. It is therefore imperative for U.S. agencies, NGOs and private sector actors to understand (1) EU actions, interests and capabilities on the global stage and (2) the potential for coordinating smart-power strategies to maximize the impact of U.S. and European policies around the world. The Global Europe Program will work to inform and improve understanding through its programmatic activities, which will cover topics ranging from European energy security, transitions from autocracy, counter-terrorism, climate change, relations with Russia, migration and global governance.

Building upon the success of last year’s programming, in FY 2014 Global Europe continued to focus on key topics, including: the Transatlantic Trade and Investment Partnership, EU’s and Turkey’s role in the transformation process in the Middle East, as well as European Energy Security in the light of the Russia-Ukraine crisis. The program has paid close attention to EU integration and enlargement, especially in the Western Balkans, and has remained attuned to the challenges that the EU faces to preserve its unity amidst growing Euro skepticism.

In FY 2015 Global Europe aims to broaden its topical reach through conferences and workshops dedicated to EU’s engagement in Asia and Northern Africa, as well as EU’s partnership with major energy stakeholders in the Black Sea and Caspian regions. In addition, the program plans to host the third annual Ahtisaari Symposium on European Security in a Global Perspective. Co-organized in partnership with the University of Helsinki and the Ahtisaari Foundation, this forum aims to bring preeminent experts, from the scholarly and policy making communities, to discuss current challenges that lie ahead of the EU and its neighbors in ensuring security and stability in the region.

Drawing on its large alumni network, Global Europe aspires to foster cross-country and cross-cultural dialogue on a number of significant topics, pertaining to Europe’s role in an ever expanding transnational community. The program boasts an extensive list of distinguished public policy scholars, fellows, and Fulbright scholars, who are either in residence at the Center, or belong to the prestigious Global Fellows program.

In FY 2014, the scholars in residence at the Center were primarily funded by a Department of State Title VIII grant, as well as by the Center’s federal appropriation. Following the inauguration of two scholar exchange programs: one between the Wilson Center and the University of Helsinki, the other between the Europa Institute at the University of Zurich, the Center will welcome two to three scholars per program annually.
The transition, which the program has undergone, marks a shift in its funding sources as well. For a number of years (including in FY 2014), the program has received the vast majority of its non-appropriated funds from a Department of State Title VIII grant, the Program for Research and Training on Eastern Europe and the Independent States of the Former Soviet Union (formerly the Soviet and East European Research and Training Act of 1983). As Global Europe moves away from its regional EES focus, funding for future events and other program-specific activities will be provided by foundation grants coming from Europe, as well as in part from Central Asia. Global Europe has already negotiated funding (through Finnish foundations) for symposia focusing on European Security, and has received a number of contributions from corporate donors for energy-related programming under the European Energy Security Initiative (a sub-project of Global Europe).

As it continues to grow and expand its horizon, Global Europe plans on relying more and more on foundation, NGO, and corporate donations, coming mainly from its key EU and Central Asia partners.

Global Women’s Leadership Initiative

The Global Women’s Leadership Initiative (GWLI) at the Wilson Center is a unique platform for change – connecting current and emerging leaders, raising the profile of critical issues, advancing inclusive policies, and bringing new research to the forefront. It houses the Women in Public Service Project (WPSP), which seeks to advance the full and equal participation of women in public service with a goal of 50 by 50: 50% of public service roles at all levels held by women by 2050. The WPSP was launched by Secretary of State Hillary Clinton in 2011 in partnership with the State Department and five leading women’s colleges and has grown to include 90 academic institutions, government entities, multilateral agencies, and private corporations worldwide.

In 2014 the GWLI program held a two-day forum in partnership with the State Department in Papua New Guinea; strategic roundtables with the Ford Foundation India and Lady Shri Ram College in New Delhi on Educating for Public Leadership; and a two-week WPSP Institute for women drawn transnationally on Reconstructing Societies in the Wake of Conflict: Transitional Justice and Economic Development at Mount Holyoke, Simmons, and Smith Colleges. The WPSP also inaugurated its first semester course, Empowering Women for Global Leadership, to be integrated into a college curriculum at Berea College in Kentucky.

Additional upcoming WPSP programming includes the second annual WPSP Institute at China Women’s University in July 2014 with Ford Foundation China, a WPSP Institute at Pannasastra University in August 2014 with the Harpswell Foundation, a WPSP course at Ahfad University for Women in Sudan in the Fall of 2014, and two WPSP Institutes in 2015: Women, Water, and the World: How Women Can Solve the Earth’s Water Crisis at Mills College in April and a WPSP Institute for Young Diplomats at City College of New York in July. The WPSP will also partner with UN Women to mark the Beijing +20 review.
In 2014 the WPSP developed and launched an online mentoring platform to connect select WPSP alumnae with each other and mentors, to ensure that initiatives are sustained once participants return to their communities and countries. The mentoring program will continue through 2016 and beyond.

Finally, the WPSP will facilitate research initiatives in 2015 and 2016, including a literature review of the impact of women’s leadership on policy, development, and intergenerational change; a baseline study to determine current levels of women’s decision-making in public service, identify gaps, and prioritize areas of intervention; and an impact assessment of WPSP programming.

In addition to WPSP programming, the GWLI will continue to organize roundtables with the Gender and Law Expert Group in China in partnership with the Ford Foundation China to bring together stakeholders to share developments and opportunities for legal and policy reform, and to strategize on follow up action steps to address challenges.

Kissinger Institute on China and the United States

The Kissinger Institute on China and the United States (KICUS) is taking the lead in designing new models of cooperation by bringing new voices to bilateral dialogues and creating new tools for Chinese and Americans who work together to solve common problems. The Kissinger Institute’s goal is to provide policymakers and the publics with innovative analyses and tools that build a more effective model of Sino-U.S. engagement.

After 35 years of increasingly broad and deep relations, the United States and China do not lack mutual understanding; they lack ideas about how to ensure mutual security and prosperity over the next 35 years while achieving their national ambitions.

Guided by Dr. Henry Kissinger’s commitment to managing bilateral relations through frank, respectful engagement, KICUS is building Washington’s leading platform for new voices and new models of policy analysis and collaboration between the United States and China.

New Dialogue: KICUS is working with a Chinese partner to form the first joint Sino-U.S. think tank, to analyze and recommend policies that guarantee peaceful cooperation between the United States and China.

New Voices:
• In the conviction that China’s perspectives are best understood when expressed in Chinese, KICUS conducts more lectures and symposia in Mandarin, without interpretation, than any other Washington think tank.
• Through the Young Leaders Dialogue and other programs, KICUS offers young scholars, including women, Chinese Americans, and technical professionals a platform from which they can influence policy discussions. In December 2013 KICUS and the China Institute for International Studies (CIIS) brought together 16 bilingual experts from a variety of fields for an unconstrained and un-interpreted dialog on major issues in Sino-U.S. relations (Can the United
States and China Build a New Model of Power Relations?). The closed-door dialogue and public session were the first steps toward finding new approaches to joint challenges. Half of the American participants in the dialogue were women—a rare percentage in discussions of U.S.-China policy.

- KICUS brings cultural, educational, and soft power issues into the mainstream of U.S.-China policy debates.
- Because tensions in U.S.-China relations must be solved in a multilateral context, KICUS’ Weighing the Rebalance series brings the views of experts from Asia-Pacific nations to Washington. To date, we have brought experts from Australia, Vietnam and the Philippines to Washington.

New Partnerships: Most of the grassroots work of U.S.-China relations is done by institutions in both countries that partner to solve joint challenges. To enable collaborations that more effectively transmit best practices, KICUS:

- Issues a web-based monthly newsletter (The Month in U.S.-China Relations/中美关系一个月) which tracks major issues (e.g., military-to-military relations, trade and economic relations, the environment, etc.) and new initiatives (e.g., institutional affiliations, foreign direct investment, etc.) in the relationship;
- Is developing a bilingual digital toolkit that fosters cooperation. These online resources include a comprehensive planning calendar, an interactive U.S.-China timeline, detailed catalogs of U.S.-China dialogues and bilateral agreements, and other resources.

Kennan Institute for Advanced Russian Studies

The Kennan Institute attracts corporate contributions through an annual fundraising dinner with the guidance of its Kennan Council. The Council is a private-sector advisory board charged with helping to ensure the financial strength of the Institute and provide guidance on issues of importance to the private sector in Russia and the surrounding area. In 2006, the Kennan Institute received a commitment from Kathryn Davis to underwrite the Institute’s annual dinner in support of the Institute’s programming. The Kennan Institute is in the process of clarifying the Davis contribution for future years in light of the recent passing of Kathryn Davis.

The Kennan Institute derives additional funding from income generated by its endowment, which supports conferences, operations in Russia and Ukraine, and general office expenses and salary support in Washington, D.C.

The Kennan Institute receives part of its non-appropriated funding from an annual competitive grant award from the U.S. Department of State’s Program for Research and Training on Eastern Europe and the Independent States of the Former Soviet Union (Title VIII). The Title VIII grant currently provides salary support, stipends for American research scholars (3-9 months), summer scholars (2 months) and short-term scholars (1 month). Each year funding brings approximately 12-15 American scholars from around the nation to Washington, D.C. Support
from the Title VIII program will end as of September 30, 2015, unless the State Department decides to renew the program.

Through the Galina Starovoitova Fellowship on Human Rights and Conflict Resolution, the Kennan Institute, in collaboration with the U.S. Department of State, offers nine months of support (one six-month and one three-month grant) to prominent scholars and policymakers from the Russian Federation who successfully bridge the worlds of ideas and public affairs to advance human rights and conflict resolution. These scholars have focused their research on racial discrimination, religious freedom, non-government organizations, migration, and the impact of ‘open letters’ on public debate.

The Kennan Institute continues to partner with the Fulbright Program to bring scholars from Russia and Ukraine to Washington, D.C. The Kennan Institute hosts up to four competitively-selected scholars a year from Russia and Ukraine to conduct research for four to six months in the fields of the humanities and social sciences. Preference is given to those applicants whose research informs discussion of key public policy issues, enhances development of scholarship in the former Soviet Union, and fosters communication between the world of scholarship and the world of public affairs.

The Kennan Institute received a grant from the Moscow Embassy as part of the peer-to-peer program to conduct a major international conference in FY 2015 on public oversight of Russian government institutions and greater civic engagement in the United States and Russia.

The Kennan Institute hosts approximately 40 public meetings, conferences, and working group sessions per year. Kennan staff further author a wide range of articles, editorials, and news analysis that are disseminated via the Institute’s website and through other social media.

During FY 2014, the Kennan Institute also supported several other multi-year projects focusing on: the Rule of Law, Energy Modernization, Migration, National Reconciliation, and Culture as a Form of Civil Expression in Quasi-Authoritarian Regimes.

Beyond these areas the Kennan Institute looks forward to working with other Wilson Center programs to contribute to the “National Conversation Series” and other cross-cutting Center-wide programming.

Latin American Program/Mexico Institute/Brazil Institute

Non-appropriated funds are derived from foundation grants, donations, and private corporations. These funds are used to support the staff salaries and activities of several multi-year projects, which deal with critical issues of public policy. These issues include U.S.-Latin American relations; democratic governance in the hemisphere; economic competitiveness; scientific and technological innovation; migration; citizen security and organized crime; trade policy; adaptation to climate change; and the alleviation of poverty and inequality. Given their importance for hemispheric affairs and for U.S.-Latin American relations, Brazil and Mexico are
a central focus of the Latin American Program, as reflected in the separate institutes for each country.

Projects devoted to the issues noted above use the Wilson Center’s unquestioned reputation for non-partisan debate and the highest academic standards to convene high-level meetings and commission cutting-edge research that informs key members of the policy community in this country and throughout the hemisphere. Non-appropriated funds also enable the Latin American Program to disseminate the results of meetings and research in the form of publications. In addition, non-appropriated funds cover the cost of most seminars and conferences held by the Latin American Program at the Wilson Center. Examples of conferences held in the past year with non-appropriated and appropriated funds were: “Latin American Populism in the Twenty-First Century,” “The Democratic Alternative from the South: India, Brazil, and South Africa,” “Mexico’s Energy Reform: Assessing the Secondary Legislation,” and “Drug Trafficking and the Peace Process in Colombia.”

Current and future projects include research and programming on the Pacific Alliance (Chile, Colombia, Mexico and Peru); improving citizen security in the Americas, with a focus on municipalities; enhancing regional competitiveness and scientific and technology cooperation; policies to respond to migration trends; and U.S.-Latin American relations.

Upcoming events and publications of the Latin American Program will focus on an evaluation of U.S. security cooperation in Central America; growing social conflicts in the Western Hemisphere over mining and other extractive industries; the political and economic future of Venezuela and U.S. policy options; and the ongoing debates in Latin America over how best to combat illegal narcotics.

The Mexico Institute, which is supported by private funding, seeks to improve understanding, communication, and cooperation between Mexico and the United States by promoting original research, encouraging public discussion, and proposing policy options for enhancing the bilateral relationship. In cooperation with the Mexican Council on Foreign Relations, the Mexico Institute sponsors a fellowship program that brings Mexican scholars to Washington for brief periods of residency at the Wilson Center.

For FY 2015 - FY 2016, the Mexico Institute will focus on six themes: economic competitiveness, security cooperation, migration, border affairs, and energy policy, and educational cooperation. The Institute will prepare major policy studies in each area. Public meetings, congressional and administration briefings, and targeted outreach through the media, a web portal, and partnerships with other organizations will help ensure that findings reach key audiences.

Specific efforts will include: An innovation forum bringing Mexican legislators to the United States to learn about innovation policy; a major publication on competitiveness and economic integration with the United States; a report on North American energy integration; a series of four stakeholder Regional Economic Competitiveness Forums in U.S.-Mexico border communities; a project to document increased intelligence sharing between the United States
and Mexico to strengthen public security and fight organized crime; long-term vision on the future of migration; continued research into the growing challenges associated with transmigration from Central America through Mexico; and the creation of a high-level task force to support government efforts to increase educational exchange.

The Brazil Institute, which is also supported by private funding, is the only country-specific public policy institution in Washington dedicated to Brazil. Through seminars, original research, and publications, the Institute fosters bilateral dialogue and cooperation between Brazil and United States, deepens Washington's understanding of contemporary Brazilian developments, and advances the study and discussion of Brazil's public policies.

In FY 2015 - FY 2016 the Brazil Institute will continue to explore public policy issues of importance to Brazil and its relations with the United States in the context of Brazil’s rise as a regional power and global actor. The Institute sponsored a third Brazilian Congressional Study Mission on Innovation, which visited southern California and in which seven congressmen and two senators learned about innovation policies.

Building on an ongoing partnership with the São Paulo Science Foundation (FAPESP), in the fall of 2013 the Brazil Institute brought together leading American and Brazilian scientists and scholars to North Carolina at three different schools to showcase research projects pursued jointly or currently underway as well as exchange ideas on new cooperative projects in the fields of science technology and the humanities. The fourth installment of the symposium took place in California in the fall of 2014 at the Universities of California Berkeley and Davis.

Middle East Program

The Middle East Program deals with an area of the world that is of great importance to the United States due to its strategic location, oil resources, and as a region where many of the most complex problems associated with modernization, democratization, and Islamic radicalism are playing themselves out. The Program examines the effect of the unsettled conditions in these countries. The Middle East Program exists as a critical resource for the Washington policymaking community and beyond, informing decisions that affect U.S. foreign policy and stimulating public debate. In addition to analyzing current events in the Middle East, the Program not only follows trends but also highlights upcoming issues facing the region, remaining at the forefront of Washington-area research centers dealing with the Middle East.

The significance of the region for the United States and its allies is underlined by such critical issues as: the ongoing wish for democratic transitions in the Middle East as a result of the Arab Spring; the rise to prominence and subsequent waning of Islamist parties and governments in some countries; the increased use of social media; the role of youth and the opposition in effecting change; the stalemate in Israeli-Palestinian diplomacy; Iran’s nuclear ambitions; human rights and women’s rights; globalization; economic and political partnerships; and U.S. foreign policy in the region.
In FY 2014, the Middle East Program continued its series of meetings on U.S. foreign policy in the region; the uprisings against the Islamist government in Egypt; women’s role in the region’s transition; the civil war in Syria and its spillover into neighboring states; ISIS in Iraq; the unresolved Israeli-Palestinian conflict; parliamentary and presidential elections; and nuclear negotiations with Iran and the P5+1.

The Middle East Program has several key objectives for FY 2015 and FY 2016. The Program intends to take a long view of the wish for democratic transitions taking place in the region since it may be many years before tensions are quelled and newly elected governments can consolidate their power. The Program will continue following the situation in Syria and its millions of refugees and internally displaced persons. In light of the recent years’ transformation in the region, the Program plans to stay abreast of regional developments in good governance, identifying emerging trends and potential conflicts, particularly regarding women and youth. The impact of a potential nuclear deal with Iran—or lack thereof—will affect regional power dynamics and U.S. policy for years to come. In addition, the Program will assess Iran’s domestic and foreign policy challenges. As for the Islamic State in Iraq and Syria (ISIS), the Middle East Program plans to follow its impact on Iraq, Syria, and the region closely.

As always, the Middle East Program will continue its collaborative efforts both with the Wilson Center’s other programs and outside organizations. The Middle East Program will continue to serve as a forum for dialogue between experts, thinkers, and young civil society activists from the region and their counterparts in the United States—journalists, policymakers, academics, and analysts. The Program will continue to reach out to its audience and stakeholders through panel discussions; seminars; private, high-level briefings; electronic publications; and an expanded social media presence.

History and Public Policy Program

The History and Public Policy Program (HAPP) builds on the nearly two-decades long, four million dollar investment the Wilson Center and supporting foundations have made in the Center’s highly successful Cold War International History Project (CWIHP)—the epicenter of a large international network of scholars, teachers, journalists, archivists, and policymakers engaged in reconsidering the history of the Cold War with the benefit of archival evidence from the communist side.

HAPP was created to move beyond the confines of the Cold War era and to bridge the gap between the scholarly community and the world of public affairs by creating a nonpartisan forum for fast but sober, critical, and scholarly assessment of the impact of newly released historical materials on public policy.

HAPP integrates the insights of humanities scholars and social scientists with experienced public policy practitioners inside and outside government to provide in-depth context on critical foreign policy issues and to identify opportunities for the effective use of historical scholarship in the policy process.
Through its online Digital Archive of declassified, translated historical documents from state and non-state archives around the world, HAPP also serves as a resource for scholars, students, journalists and policy-makers seeking new international sources and research on the most pressing threats to U.S. national interests and international security, on the forces shaping these problems, and on their historical and conceptual foundations.

The program’s research focuses include Cold War history, North Korean history, security on the Korean Peninsula, and the global history of nuclear weapons proliferation.


The Program will also continue to release collections of documents on its award-winning Digital Archive and other publications from the Working Paper and e-Dossiers series.

Science and Technology Innovation Program

The Science & Technology Innovation Program (STIP) at the Wilson Center focuses on the technological frontier and the challenges and opportunities emerging science and technology present to public policy. On-going projects include work to examine the public policy impacts and implications of advances in nanotechnology, synthetic biology, Do-It-Yourself biology, additive manufacturing (3-D printing), citizen science, and new work on neural engineering.

The Alfred P. Sloan foundation partnered with the Woodrow Wilson International Center for Scholars to create the Synthetic Biology Project with $3 million dollar investment running through 2016. The Synthetic biology Project studies public perceptions of synthetic biology, the capability of the existing regulatory mechanisms to address emerging risks associated with synthetic biology, and the social and ethical implications of the science and its applications. A recent National Science Foundation grant helped develop a research agenda to anticipate and address possible ecological risks of synthetic biology applications, both near and longer term. In addition, the project received a 4-year grant from the European Union to work on global approaches to synthetic biology governance.

In 2013, STIP received a two-year, $600,000 grant from the Alfred P. Sloan Foundation to improve the ability to use data from social media to improve scientific research and public policy making. This project focuses on a number of areas critical to supporting effective data sharing and decision-making between public sector agencies and the public, including liability, privacy, cybersecurity, and intellectual property.
Program on Global Sustainability and Resilience

The Wilson Center’s Global Sustainability and Resilience Program (GSRP) is an overarching initiative that combines the ongoing efforts of the China Environment Forum (CEF), Environmental Change and Security Program (ECSP), Maternal Health Initiative (MHI), and Urban Sustainability Laboratory (USL). In all its activities GSRP will work closely with other Wilson Center Programs, particularly the regional programs, to highlight sustainability and resilience issues in various regions of the world.

China Environment Forum: CEF implements projects, workshops, and exchanges that bring together U.S., Chinese, and other environmental policy experts to explore the most imperative environmental and sustainable development issues in China and to examine opportunities for business, governmental, and nongovernmental communities to collaboratively address these issues.

In FY 2014 the China Environment Forum created meetings, publications, and infographics that focused predominantly on air pollution and water-energy nexus challenges in China, as well as US-China clean energy collaboration.

In FY 2015 and FY 2016, CEF will expand its “Choke Point” initiative on the water-energy-food nexus through a new three-year project that examines how two port cities – Oakland, CA, USA and Shenzhen, Guangdong Province, China – are dealing with water-energy-food linkages. Under the Choke Point initiative, CEF will collaborate with ECSP and the Asia Program to expand water-energy-food analysis to India. CEF will also lead a cross-programmatic initiative to create interactive infographics on energy flows in China, Canada, and the United States. In FY 2015, CEF will publish the 13th edition of its annual journal, the China Environment Series. In both years, CEF will continue convening monthly meetings that examine China’s clean energy, food safety, and water challenges, featuring Chinese and American speakers from government, NGOs, the private sector, and the media.

Environmental Change and Security Program: ECSP provides specialists and other interested individuals with a "road map" to the myriad views, activities, and policy initiatives falling under the rubric of environment, climate change, population, health, development, and security. Through a wide array of meetings, publications, and the activities of the staff, ECSP explores a wide range of academic and policy-related topics including various conceptual linkages among environment, population, and security; how these ideas are nested in broader debates over redefining security; how policymakers in the United States and other countries are utilizing these ideas and making policy; and how governments, non-governmental organizations (NGOs), and businesses are responding to the causes and symptoms of important environmental and demographic issues.

In FY 2014, ECSP organized seminars, workshops and conferences at the Woodrow Wilson Center on a range of topics, including climate change’s impact on national security; gender and climate adaptation; environmental change and migration; and water security. ECSP also greatly
expanded its network through a growing online presence and social media network, fostering new dialogue and comparative insights in its dual capacity as a neutral forum and an information clearinghouse. The Program published policy briefs as part of the *Environmental Change and Security Program Report* on resilience and food security, and a daily blog, the *New Security Beat*, that feature articles by scholars and practitioners, summaries of events, and reviews of recent literature in the field.

In FY 2015 and FY 2016, ECSP will continue work on climate change, environment, and security connections. ECSP will also continue to focus on demography and security as well as integrated development through health and conservation. Featured events in FY 2015 include a conference on West Africa’s health, environment, and governance issues in collaboration with the Center’s Africa Program. This event is a follow-up to similar events held on Yemen in 2011; Nigeria in 2012; and Afghanistan in 2013. ECSP will also continue to partner with USAID to promote further dissemination and implementation of the 2014 Water and Conflict: A Toolkit for Programming; continue to explore the conflict potential of climate change adaptation and mitigation strategies; and identify practical strategies to increase resilience through integrated development.

Maternal Health Initiative: Maternal and reproductive health have been identified as key entry points to international peace and security and are a major part of the overall U.S. development plan. MHI provides policymakers, donors, program managers, media, and non-traditional development actors with a platform to identify challenges and discuss strategies for advancing maternal health issues. Through a series of policy briefs and meetings executed in both developing countries and Washington, D.C., MHI explores a wide range of policy-related topics including the conceptual linkages among gender, population, economics, health systems, urbanization, HIV/AIDS, and post-conflict settings.

In FY 2014, MHI organized eight seminars at the Wilson Center on a range of topics in Washington, D.C., including “Maternal Health and HIV: Global Priorities for Research and Action,” and “Water, Sanitation, and Hygiene Programs as a Strategy to Advance Maternal Health.” Additionally, the award-winning *New Security Beat* blog shared new research, highlighted dialogue meetings, and disseminated podcasts with maternal health experts, policymakers, and in-country panelists.

In FY 2015, MHI will continue its partnership with the United Nations Population Fund and the Maternal Health Task Force at Harvard’s School of Public Health in bringing together practitioners, policymakers, and scholars on maternal health to help facilitate greater dialogue on strategies to improve quality of maternal health care and implementation research. In FY 2015, MHI is planning to host an in-country dialogue in Ghana on emerging priorities in maternal health in West Africa in addition to dialogue workshops in Washington, D.C. MHI will also produce and disseminate a set of strategies in a formal policy brief for policymakers, donors, program managers, and media.
Urban Sustainability Laboratory: Through research and dialogue the Urban Sustainability Laboratory identifies innovation in urban policy both in the United States and abroad and provides government leaders and practitioners with new solutions to challenges, and strategies to leverage opportunities found in an increasingly urbanized world. The Urban Sustainability Laboratory engages experts from around the world to identify comprehensive policies that harness the energy of urban growth and diversity to create sustainable, equitable, and peaceful cities.

In FY 2014 the Urban Sustainability Laboratory organized seminars, workshops and conferences at the Wilson Center on a range of topics, such as improving city management and enhancing citizen engagement with new technologies, building urban resilience, developing affordable housing strategies, improving urban services, and new approaches to financing city infrastructure. Each event fostered a substantive discussion about the challenges of urbanization, identifying policies and practices to manage rapid global urban growth.

FY 2014 saw the publication of winning papers stemming from an academic paper competition, *Innovation in Urban Development: Incremental Housing, Big Data, and Gender*, co-sponsored with USAID, the World Bank, Cities Alliance, and the International Housing Coalition. Also in FY 2014 the Urban Sustainability Laboratory was selected to organize a Networking Event on “Safe + Smart Cities: Harnessing Technology for Urban Resilience” at the United Nations World Urban Forum, a major global conference on cities attended by over 25,000 people. The Director of the Urban Sustainability Laboratory served as a member of the official U.S. delegation at the World Urban Forum. Featured events in FY 2014 also included the conference, “Cities at the Center of the World,” organized with the Center for Global Studies at George Mason University, to address the impact of globalization on urban development.

Major projects planned for FY 2015 and FY2016 include an initiative to examine the intersection of climate change, urbanization, and disaster management. The Urban Sustainability Laboratory will continue to develop a network of academics, policymakers, civil society representatives and business leaders working to make cities more sustainable and resilient to man-made and natural disaster. The Urban Sustainability Laboratory will also continue its work to raise awareness about global urbanization, helping governments prepare for the urban future by integrating urban priorities into the development agenda.
## ENDOWMENT PRINCIPAL FY 2014
(Dollars in Thousands)
Based on Market Value

### GENERAL CENTER
Carried Forward from FY 2013 ................................................................. $22,056
Increase during FY 2014 ........................................................................... $1,094
Balance End of FY 2014........................................................................... $23,150

### KENNAN INSTITUTE
Carried Forward from FY 2013 ................................................................. $7,048
Increase during FY 2014 ........................................................................... $357
Balance End of FY 2014........................................................................... $7,405

### LATIN AMERICAN PROGRAM
Carried Forward from FY 2013 ................................................................. $1,165
Increase during FY 2014 ........................................................................... $59
Balance End of FY 2014........................................................................... $1,224

### ASIA PROGRAM
Carried Forward from FY 2013 ................................................................. $3,473
Increase during FY 2014 ........................................................................... $172
Balance End of FY 2014........................................................................... $3,645

### GLOBAL EUROPEAN STUDIES
Carried Forward from FY 2013 ................................................................. $98
Increase during FY 2014 ........................................................................... $5
Balance End of FY 2014........................................................................... $103

### CANADA INSTITUTE
Carried Forward from FY 2013 ................................................................. $563
Increase during FY 2014 ........................................................................... $24
Balance End of FY 2014........................................................................... $587
ENDOWMENT PRINCIPAL FY 2015
(Dollars in Thousands) 
Based on Market Value

GENERAL CENTER 
Carried Forward from FY 2014 ............................................................................................................ $23,105
Estimated to be Received during FY 2015 .................................................................................................. $0
Estimated Balance End of FY 2015 ........................................................................................................ $23,105

KENNAN INSTITUTE 
Carried Forward from FY 2014 .................................................................................................................. $7,405
Estimated to be Received during FY 2015 .................................................................................................. $0
Estimated Balance End of FY 2015 ........................................................................................................... $7,405

LATIN AMERICAN PROGRAM 
Carried Forward from FY 2014 ................................................................................................................ $1,224
Estimated to be Received during FY 2015 .................................................................................................. $0
Estimated Balance End of FY 2015 .......................................................................................................... $1,224

ASIA PROGRAM 
Carried Forward from FY 2014 ................................................................................................................ $3,645
Estimated to be Received during FY 2015 .................................................................................................. $0
Estimated Balance End of FY 2015 .......................................................................................................... $3,645

GLOBAL EUROPEAN STUDIES 
Carried Forward from FY 2014 ................................................................................................................ $103
Estimated to be Received during FY 2015 .................................................................................................. $0
Estimated Balance End of FY 2015 .......................................................................................................... $103

CANADA INSTITUTE 
Carried Forward from FY 2014 ................................................................................................................ $587
Estimated to be Received during FY 2015 .................................................................................................. $0
Estimated Balance End of FY 2015 .......................................................................................................... $587

HM Korea History and Public Policy 
Carried Forward from FY 2014 ................................................................................................................ $0
Increase during FY 2015 .............................................................................................................................. $800
Estimated Balance End of FY 2015 .......................................................................................................... $800

65
ENDOWMENT PRINCIPAL FY 2016
(Dollars in Thousands)
Based on Book Value

GENERAL CENTER
Estimated to be Carried Forward from FY 2015................................. $23,150
Estimated to be Received during FY 2016................................................. $0
Estimated Balance End of FY 2016.......................................................... $23,150

KENNAN INSTITUTE
Estimated to be Carried Forward from FY 2015........................................ $7,405
Estimated to be Received during FY 2016................................................. $0
Estimated Balance End of FY 2016.......................................................... $7,405

LATIN AMERICAN PROGRAM
Estimated to be Carried Forward from FY 2015................................. $1,224
Estimated to be Received during FY 2016................................................. $0
Estimated Balance End of FY 2016.......................................................... $1,224

ASIA PROGRAM
Estimated to be Carried Forward from FY 2015................................. $3,645
Estimated to be Received during FY 2016................................................. $0
Estimated Balance End of FY 2016.......................................................... $3,645

GLOBAL EUROPEAN STUDIES
Estimated to be Carried Forward from FY 2015................................. $103
Estimated to be Received during FY 2016................................................. $0
Estimated Balance End of FY 2016.......................................................... $103

CANADA INSTITUTE
Estimated to be Carried Forward from FY 2015................................. $587
Estimated to be Received during FY 2016................................................. $0
Estimated Balance End of FY 2016.......................................................... $587

HM Korea History and Public Policy
Estimated to be Carried Forward from FY 2015........................................ $800
Increase during FY 2015................................................................. $400
Estimated Balance End of FY 2015.......................................................... $1,200