

WOODROW WILSON  
INTERNATIONAL CENTER FOR SCHOLARS  
BUDGET JUSTIFICATIONS  
FOR THE FISCAL YEAR 2013

Submitted to the United States Congress

February 2012

Administratively confidential: Information not to be released until  
after the President's FY 2013 budget is submitted to Congress.

Please Visit the Center's Website at <http://www.wilsoncenter.org>

## TABLE OF CONTENTS

STATEMENT OF THE DIRECTOR .....	3
ABOUT THE CENTER	
Mission Statement .....	8
Governance .....	8
Goals .....	9
Activities.....	9
A Sampling of Notable Fellows and Scholars of the Center.....	13
Work of Scholars at the Center .....	14
Issues Being Discussed at the Center .....	14
Funding.....	15
FY 2013 FEDERAL BUDGET PRIORITIES	
Authorizing Legislation.....	17
Fiscal Year 2013 Appropriation Request .....	17
Fiscal Year 2013 Budget Objectives .....	17
FY 2013 Budget Request Summary .....	19
I. Fellowship Program .....	22
II. Scholar Administration and Services .....	26
III. Public Service .....	30
IV. General Administration .....	34
V. Smithsonian Fee.....	36
VI. Outreach and Communications .....	37
VII. Building Requirements .....	53
APPENDICES	
CONSOLIDATED STATEMENTS, FY 2011, FY 2012 AND FY 2013	
Wilson Center Total Budget for Non-appropriated Funds Compared to Appropriated Funds .....	54
Wilson Center Funding for General Administration, Operations, and Outreach Compared to Federal Appropriation for General Administration, Smithsonian Fee, Building Requirements and Outreach .....	55
Non-Appropriated Program and Project Funding Compared to Appropriated Fellowship, Public Service, and Scholar Administration and Services.....	56
REGIONAL STUDIES	
Africa Program and Leadership and Building State Capacity Project .....	57
Asia Program .....	58
Canada Program.....	59
European Program.....	60
Kissinger Institute on China and the United States.....	62
Kennan Institute .....	63
Latin America Program .....	64
Middle East Program .....	66

TRANSNATIONAL ISSUES	
Environmental Change and Security Program .....	68
History and Public Policy Program.....	69
International Security Studies Program.....	70
Science and Technology Innovation Program .....	71
Comparative Urban Studies Project.....	72
Global Health Initiative .....	73
UNITED STATES ROLE IN THE WORLD	
Project on America and the Global Economy .....	74
United States Studies Program.....	75
Wilson Center on the Hill .....	77
ENDOWMENT PRINCIPAL, FY 2011, FY 2012 AND FY 2013 .....	79

## STATEMENT OF THE DIRECTOR

As the new Director of the Wilson Center, I am determined to transition the Wilson Center to an institution: 1) less dependent on federal funding; 2) more relevant to the critical policy debates raging in Washington; 3) emphasizing the Center's convening role to provide safe political space for policymakers and scholars free from the constraints imposed by our strained politics; 4) more effective in its outreach and in efforts to increase the Center's visibility; and 5) ensuring that all activities are strictly non-partisan and that the Wilson Center is providing forums for free, open, and informed dialogue.

The Woodrow Wilson Center is a unique institution: The 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.

The Center's Board of Trustees, under the able leadership of Ambassador Joseph B. Gildenhorn, must take into consideration instructions it receives from the Congress and from OMB, and The Board has the overall responsibility, by statute, to determine the direction for this public-private institution.

As Director of the Center and on behalf of its Presidentially-appointed Board of Trustees, I present the budget request of \$10.492 million for Fiscal Year 2013 to the United States Congress.

Given the current federal budget situation, the Center has made reductions, found savings and increased efficiencies as much as possible for a small agency. The Fiscal Year 2013 proposed budget represents a 4.5 percent reduction from the funding the Woodrow Wilson Center received in its Fiscal Year 2012 Appropriation and a 14.2 percent reduction from the Fiscal Year 2010. The Center remains hopeful that enhanced fundraising initiatives and marketing of the Center can yield increased non-appropriated funding.

The Center values greatly the advice and counsel it receives from the United States Congress and the Office of Management and Budget. There are three key Congressional directives that I would like to mention here, dating back a decade and encouraged by OMB, the implementation of which have been and will continue to be the highest priority for the Wilson Center.

First, the Congress has wanted the Wilson Center to raise more private money to cover its operations. I am delighted to report that, even with the economic downturn, well over half of the Center's current budget comes from non-appropriated sources. The Center counts on an annual federal appropriation to help leverage private support to sustain the Center and its Programs. Foundation support continues to be critical for the Center's various Programs, and in Fiscal Year 2011, the Center raised over \$4.6 million from foundations, a figure comparable to what was raised from these sources in FY 2010. The Center will also continue to depend on netting, from annual fund raising efforts, at

least \$2.5 million in unrestricted trust money, the toughest money to raise, but absolutely essential for the effective operation of the Center. It is also very positive news that during Fiscal Year 2011, the Center raised nearly \$3 million net in unrestricted trust money.

Second, the Congress continues to want the Center to give priority to its outreach. As the nation's official, national memorial to President Wilson, the Wilson Center, 43 years old this year, is making an important mark in Washington, around the country, and abroad. As Director, enhancing the outreach and visibility of the Center further is a top priority. A new Vice President for Communications has been hired out of Center unrestricted trust funds, and that position is considered critical for coordinating all outreach, for bringing the programs and the resident scholars into one fight for the Center and for getting the good word about what happens at the Center out to a broader audience. There are many aspects to enhancing outreach: the successful completion of a two-year redesign of the Center's website out of the Center's unrestricted trust fund reserves, including the development of a multimedia portal; using social media more effectively; enhancing the publications emanating from programs at the Center; ensuring effective branding of all products; and the successful consolidation of the Center's databases.

In continuous efforts to be forward-moving and not complacent the Center has developed a strategy to convert as many as practicable of its hard copy products to digital format expanding accessibility and outreach to all constituents. Beginning in October 2011 the Center discontinued its hard copy annual report and monthly newsletter. The annual report was replaced with a succinct easily updated folder of focused/specific information that can be prepared for multiple and varying target audiences, such as policymakers, Congress, the media, academia and NGOs, that directs recipients to more detailed information online. An electronic, interactive weekly newsletter has replaced the previously hard copy monthly newsletter. Currently, the Center is working on the best platform for producing e-books and will complete the transformation of the hard copy *The Wilson Quarterly* journal with a value-added digital only version by the Fall of 2012. The Woodrow Wilson Center Press continues to publish roughly fifteen titles annually. And the Center produces both an award winning weekly half-hour radio program and a television series called *dialogue*, both of which are also available to the public on the Wilson Center's website.

Third, the Wilson Center launched in 2011 a strategic planning process which is to guide the Center's work and mission into the future. The Center's Board did further work on the strategic plan at its meetings in October 2011 and February 2012. This strategy seeks to promote greater focus and coherence in the Center's activities and increase visibility beyond the Center. At the heart of this strategy is an effort to develop cross-cutting activities and themes that promote greater collaboration, coordination, and coherence among the Center's programs, the roughly 150 resident scholars at the Center annually, and outreach efforts.

The Wilson Center identified nine subject areas grouped under three overarching themes that will comprise the Center's priorities:

#### Global Sustainability and Security

- Terrorism and nonproliferation
- Transnational crime and citizen security
- Climate change, natural resource scarcity, and their impact on national security
- Urbanization, migration, and immigration

#### Regional Power Shifts

- Transitions from autocracy
- Rising powers and regional orders

#### American Challenges and Opportunities as a Global Power

- American competitiveness and innovation
- Future of America's social contract: the role of government and the economic future
- Energy: costs, availability, impact on national security, and prospects for the future

The Fiscal Year 2011 Appropriation provided funding for required 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, 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 at the Center. It provided essential funding for upgrading outreach activities and technology as evident in the Center's radio, television, and webcasting. We do not expect a decline in the cost of maintaining effective outreach, current information technology, or efficient administration. The FY 2012 Appropriation and the proposed FY 2013 funding include administrative support and maintenance costs for continued operations at the Wilson Center.

Scholar recruitment efforts have expanded. The FY 2011 fellowship competition yielded slightly more than 300 applicants for the 23 annual Fellowships awarded to individuals who are in residency during the 2011-2012 academic year. FY 2012 has produced a comparable number of applicants and the Center's esteemed panel of outside experts is in the process of making primary and alternate fellowship awards for the 2012-2013 academic year. The proposed budget provides the necessary funding to continue this successful fellowship activity of recruiting and awarding preeminent fellowships in FY 2013.

The Wilson Center's mission has two defining aspects: 1) to bring pre-eminent individuals to the Center and to Washington, D.C. to research, write, and interact with the Washington community on issues of common interest; and 2) to convene

meetings and conferences to promote nonpartisan dialogue on public policy issues. I would like to mention a few other refinements and enhancements in the programming being conducted at the Center. These improvements were made possible largely through private fund raising, though every initiative benefits from the essential federal support the Center receives.

First, the Center has been able to continue to expand and strengthen theme-related, cross-regional, multi-discipline programming which brings the Center's various projects and programs into joint activities. The real benefit of such programming is the added coherence, and greater focus and coordination among the parts of this institution for the benefit of a greater whole. The Center must continue to operate on the premise that it has to be more than the sum of its parts. As resources become more precious, the value of joint programming becomes more obvious and essential.

Second, the Center is continuing to engage in joint venturing with other institutions around the country and overseas. The Center's programs collaborate with hundreds of institutions at home and abroad annually. Joint venturing is mutually beneficial and extends the reach and the effectiveness of the Center's work with the support of outside funders. Roughly fifteen percent of the events put on during a year have some form of collaboration with other institutions. In conjunction with various fundraising award dinners, the Wilson Center continues to bring its programming to diverse new audiences through a series of joint venture seminars in the cities where dinners are held. Through partnerships with a wide variety of organizations, the Wilson Center hosted topic-specific symposia in 2011, which ranged from developments in Iran to nuclear issues to national budget and debt concerns. Such co-hosted activities help to highlight the Wilson Center's considerable convening powers and provide a marvelous opportunity for the Center to reach a wider spectrum of people in the United States and abroad.

Finally, the Center launched in 2011 a National Conversation Series. This initiative seeks to provide a safe political forum for deep dialogue and informed discussion of the most significant problems and challenges facing the nation and the world. In a nonpartisan and civil forum, the series allows a level of discourse the nation deserves through thoughtful and challenging exploration of vital issues. The first National Conversation was in April on a national strategic narrative for the 21<sup>st</sup> century, taking off from an initially anonymous paper developed by staff members of the Joint Chief. The second National Conversation in July embodied the re-launch of a computer budget game now available at [www.budgethero.com](http://www.budgethero.com) which allows participants to develop their own budget and show its debt implications. In September, 2011, there was a National Conversation devoted to an assessment of where we are ten years after the 9/11 attacks on the United States and an outlook of likely developments and needs in the coming decade. "Afghanistan: Is There a Regional Endgame" was the title of the November 2011 National Conversation. It focused on Afghanistan and its neighbors as we look to the future and a viable regional settlement. These and other National Conversations will also be taken on the road around the country.

These initiatives enable the Center to play an expanding role on a wide array of key public policy issues confronting the United States while fostering a non-partisan haven for full, fair, and open debate.

Organizations such as the Woodrow Wilson Center cannot be complacent, nor stand still: they either move forward in their agenda, mission, and purpose or they quickly lose focus and become less effective. The hardest challenges for the Center now are quite varied and relate to such issues as: continually adjusting its agenda to be sure that it is able to focus on the most important public policy issues; obtaining adequate levels of foundation and other private support to ensure its ability to fund activities and programming at a time of economic recession; not overloading the Center's small administrative staff; being able to continue to attract pre-eminent scholars and accommodate an even larger pool of excellent scholarly candidates seeking time to reflect, research, and write; and being able to retain excellent staff.

My commitment as Director of the Woodrow Wilson Center is to ensure that we deal as effectively as we can with these tough challenges and to work hard for an adequate federal appropriation so critical to meeting those challenges.

It is a great privilege and distinct honor for me to lead this important public-private institution and very lively presidential memorial, and I trust we can work together to facilitate the continued well-being of this presidential landmark in the coming years.

I am available at 202-691-4202 if you have any questions.

Jane Harman  
Director  
February 2012

## ABOUT THE CENTER

### Mission Statement

The Woodrow Wilson International Center for Scholars is the national, living memorial honoring President Woodrow Wilson. In providing an essential link between the worlds of ideas and public policy, the Center addresses current and emerging challenges confronting the United States and the world. The Center promotes policy-relevant research and dialogue to increase understanding and enhance the capabilities and knowledge of leaders, citizens, and institutions worldwide. Created by an Act of Congress in 1968 (P.L. 90-637), the Center is a non-partisan institution headquartered in Washington, and supported by both public and private funds.

### Governance

The Woodrow 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 under the competent chairman, Ambassador Joe Gildenhorn, to play a pivotal role in the Center's governance. 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; nine members appointed by the President from the private sector; and one member appointed by the President from within the federal government.

The Wilson Council also plays a vital role in the life of the Wilson Center. Under its President, ABC Washington News Correspondent Sam Donaldson, the Council continues to provide essential leadership, support, and advice on many of the Center's crucial development objectives. The Wilson Council is a group of approximately 120 private citizens, whose members are drawn largely from business, the professions, and public service. Their broad range of expertise helps the Center in achieving its mandate of bridging the worlds of academia, business, and policy.

To fulfill the duties set forth in the Wilson Center's founding legislation the engaged Board and Council members are committed to making sure the Center will never become complacent. The Center is in the middle of its fifth decade and continues to pursue opportunities to enhance focus and visibility. The Board endorsed some initial steps in a strategic planning process which includes thematic programming with heightened collaboration on cross-cutting issues regarding the topmost challenges facing this nation and the world.

## Goals

The Woodrow Wilson Center seeks to provide safe political space for a free and open dialogue on critical public policy issues and to be the premier non-partisan/non-advocacy institution for advanced study, focused on engaging the policy-making and academic communities in discussions on current and emerging challenges confronting the United States and the world.

The Center strives to increase understanding of all elements surrounding present and forthcoming issues through promoting policy-relevant research, dialogue, and media dissemination aimed to enhance the capabilities and knowledge of decision-makers and citizens worldwide.

To achieve these goals:

The Center sponsors fellows, scholars, programs/projects, outreach, and development activities which facilitate a dialogue that yields better understanding and enlightened policymaking in national and world affairs;

Three overarching themes have been identified to promote greater collaboration, coordination, and coherence among the Center's programs, scholars, and communication efforts which are Global Sustainability and Security; Regional Power Shifts; and American Challenges as a Global Power;

The Center remains mindful of its targeted but varied audiences to include the Executive Branch; Legislative Branch; non-governmental organizations; American and foreign universities; and the private sector (including the press and general public);

High level National Conversations are convened at the Center and replicated in actual or virtual events around the country;

A central communications and media strategy is being established to increase visibility and outreach while bringing all aspects of the Center operations into alignment and transparency using print and cutting-edge social media;

Fundraising efforts have been streamlined with the goal of raising more private funding free from donor restrictions.

## Activities

The Wilson Center undertakes two main activities: it hosts scholars and policy makers to do their own research and writing and the Center convenes meetings. Some of the finest thinkers and scholars in the world come to the Center to participate in meetings and/or research and write. The Center provides an exciting and neutral forum for ideas and discussion on public policy issues.

- The Center offers residential scholarships including 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. Twenty-two to twenty-six scholars come for a full academic year and are competitively awarded fellowships without regard to area of study. 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 restricted contributions with donor specified topic or concentration. These scholars are 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, and about 70 percent of them are pursuing work and/or research on international policy issues. Close to 75 scholars each year are in programs for Russian-area and East European specialists. There is also one special fellowship titled the Galina Starovoitova Fellowship, named in honor of a former Center Fellow from St. Petersburg who was murdered in her hometown in 1998. There are other private contributions restricted to scholars and policy practitioners from Africa, Australia, Canada, Japan, Korea, Mexico, Pakistan, and Romania as well as specific funding for a U.S. Air Force officer, an Arab journalist, and individuals working on religion and foreign affairs.
- The Center organizes workshops and panels so that scholars and experts can meet, discuss, write, and/or put issues of common interest in a historical or comparative context. Various Center media then present the results of their combined efforts to a wider audience.
- The Center began a Director's Forum series during the former Director's, Lee Hamilton's, tenure which provided an opportunity for outstanding scholars, non-profit and business leaders, and key public policy officials to speak to, and to interact with, Center staff, fellows, and scholars as well as the general policy community, and the general public. This series provided a setting for positive interaction among speakers and the audience where good and fair, but tough, questions were addressed. The Director's Forums tended to fill our small auditorium to its capacity of about 120 people, and many times we needed to use additional rooms at the Center for overflow crowds. The Center also webcasts most of these Director's Forums in order to maximize outreach and they may be viewed anytime through the Center's website.
- In Fiscal Years 2011 and 2012 the Center continues to evolve with its new Director, Jane Harman, and the launch of the National Conversation Series. The National Conversation Series will examine overarching themes of U.S. international and domestic policy, drawing on high-profile guests and experts from all sides of the political sphere to provide thoughtful, intelligent explorations of challenging issues with the goal of informing the national public policy debate. These discussions will be open to the public and streamed live. In Fiscal Year 2011 the Center held three events in this series:

1. "A National Strategic Narrative;" moderated by Thomas Friedman and featuring panelists Representative Keith Ellison (D-Minn.), the first Muslim American to be elected to the U.S. Congress; Brent Scowcroft, U.S. national security adviser to President Ford and President George H.W. Bush; Anne-Marie Slaughter, former director for policy planning for the U.S. Department of State and current professor at Princeton University; Steve Clemons, founder of the American Strategy Program at the New America Foundation; and Robert Kagan, senior fellow for foreign policy at the Brookings Institution.
2. "Wilson Center Launches Budget Hero," held on Capitol Hill, involved lawmakers from both parties who agree that the American public needs to plan to play an informed role in the conversation about our national debt. Senators Jeff Sessions (R-Ala.), ranking member on the Senate Budget Committee, and Mark Udall, (D-Colo.) highlighted the Wilson Center's popular game *Budget Hero* as a way to jump start that discussion by allowing anyone to create a mock budget, based on their budgetary priorities, and to see how their choices affected the budget well into the future. Play the *Budget Hero 2.0* game at [www.budgethero.org](http://www.budgethero.org).
3. "The National Conversation – 9/11: The Next 10 Years," featured a discussion on the changing national security threat over the next ten years and how U.S. military and intelligence strategies should evolve to deal with it. The discussion, moderated by The Washington Post's David Ignatius, featured Representative Mike Rogers, Chairman of the House Select Committee on Intelligence; General Stanley McChrystal, former Commander of the International Security Assistance Force in Afghanistan; Michael Leiter, former Director of the National Counterterrorism Center; Bruce Hoffman, Director of the Center for Peace and Security Studies at Georgetown University; and Jim Zogby, Founder and President of the Arab American Institute.

There are many other activities at the Wilson Center that should be mentioned:

- The Center's staff routinely consults with U.S. government officials and with members of Congress. The Center has programs on the United States, Africa, Asia, Brazil, Canada, China, Environmental Change & Security, Europe, Global Economy, History & Public Policy, International Security Studies, Latin America, Mexico, Middle East, Russia, Science & Technology and projects on global energy, governance, health, nano-technology, synthetic biology and urban studies. With private funding, several programs organize panel discussions on Capitol Hill.
- Scholars and policymakers exchange views in the well over 700 meetings conducted each year at the Center. The vast majority of meetings are open to the public.

- The Center's more than 2,000 scholar alumni resume their public and/or professional activities in teaching, government service, and journalism after they leave the Center. The Center has supported the writing of well over 1,700 books in its 43 years of existence. Former resident scholars remain a rich talent pool for the ongoing work of, and seminars held at, the Center.
- The Center reaches out to students, interested citizens, scholars, experts, and decision makers through a variety of public education outreach programs.
- The Center's programs produce regular newsletters, occasional papers, and bulletins reaching thousands of readers on areas and subjects such as Russia, Asia, Latin America, Eastern Europe, history and public policy, environment and security. Programs/projects also produce working papers and special reports in several series every year.
- The Center's communications staff writes and distributes news releases and media advisories to newspapers across the country publicizing Center scholars, programs, activities, publications, and books.
- The Center's staff and scholars speak to students, teachers, civic groups, and professional organizations on wide-ranging topics and issues. Recent groups include World Affairs Council Chapters, high school and college students.

## Sampling of Notable Fellows and Scholars of the Center

<i><b>Diplomats</b></i>	<i><b>Historians</b></i>	<i><b>Public Policy Scholars</b></i>	<i><b>Journalists</b></i>
Anatoliy Adamishin	Amatzia Baram	Betty Bigombe	Timothy Garton Ash
Geert Ahrens	Alan Brinkley	Sherwood Boehlert	Joan Biskupic
Madeline Albright	John Milton Cooper	Lazaro Cardenas Batel	Elisabeth Bumiller
Harriet Babbitt	John Garrard	Joe Clark	Rajiv Chandrasekaram
David Birenbaum	Raymond Gavins	Charles Duefler	Helene Cooper
Avis Bohlen	Gertrude Himmelfarb	Murray Feshbach	Reginald Dale
Rodric Braithwaite	Sir Alistair Horne	Kathryn Fuller	Aleksa Djilas
Nicholas Burns	James Horton	Evelyn Higginbotham	E.J. Dionne
Simcha Dinitz	Saad al-Din Ibrahim	Mark Heller	Michael Dobbs
Anatoly Dobrynin	A. Ross Johnson	Matthew Holden	Thomas Friedman
Freimut Duve	Melvyn Leffler	Kathleen Hall Jamieson	Robert Kaiser
Bronislaw Geremek	David Levering Lewis	Seymour Martin Lipset	George Lardner
James Goodby	Charles Maier	Phebe Marr	Andrew Meier
Ivan Grdesic	Edmund Morris	Anatoli Mikhailov	Kevin Merida
Marc Grossman	James Patterson	Lesek Miller	Jim Michaels
Robert Hutchings	James Reston, Jr.	Festus Mogae	David Ottaway
Tedo Japaridze	Daniel Rodgers	Daniel Patrick Moynihan	David Sanger
George F. Kennan	Jong-Dae Shin	Joseph Nye, Jr.	Elaine Sciolino
Dennis Kux	Thomas Skidmore	Rod Paige	Anthony Shadid
Maleeha Lodhi	Jamie Stiehm	Roger Porter	Allister Sparks
Aaron David Miller	Sean Wilentz	Michael Quinlan	Patrick Tyler
William Green Miller	Gordon Wood	Ralph Regula	Martin Walker
Jorge Quiroga	William R. Smyser	Sir Adam Roberts	David Wessel
Richard Smith	William Taubman	Pedro Rossello	Juan Williams
Jenonne Walker	Vladmir Tismaneanu	Elyakim Rubinstein	Robin Wright

## 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. During the next 12 months, some of these projects include Salafism and Radicalization of Muslim Youth in Europe, U.S. Immigration at the State and Local Level, Transnational Crime, and Europe's Debt Crisis.

Scholars at the Center regularly make presentations about their work at institutions throughout the city. 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: Transitions from Autocracy and Rising Powers and Regional Orders
- 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
- Urbanization, Migration and Immigration
- Issues of Race, Gender, and Ethnicity in America
- Future Policy Challenges and Essential Future Planning in Government
- The Congress in American Politics
- United States – Canada Relations
- United States – China Relations
- United States – European Union 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
- Energy: Its Costs, Availability, Impact on National Security, and Prospects for the Future
- Conflict Prevention
- Dealing with Failed States and Building State Capacity
- Crime and Corruption
- Global Finance Issues
- The WTO and Trade Dispute Resolution
- 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 in 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
- The Digital Divide
- Issues Relating to Nanotechnology and Synthetic Biology

## 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 Center strives to increase its support from the private sector, 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.

Many individual and corporate donors contribute through the Woodrow Wilson Awards program. Now in its 13<sup>th</sup> year, the Woodrow Wilson Awards help the Center introduce its activities to audiences beyond Washington, D.C. and garner significant financial support from private donors from across the United States and in many other parts of the world. The 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 2011, the Center held seven Award Dinners, raising \$2.7 million in net unrestricted revenue for the Center and about \$1 million in net restricted revenue for the Center's Brazil Institute. Awards dinners are being planned for FY 2012, including events in Mexico City, Montreal, Washington, D.C., Austin, Dallas, San Francisco, Minneapolis, and Chicago.

In addition to the Awards Dinners, the Wilson Center has two membership groups who provide annual support for the Center's programs and activities--the Wilson Council (individuals) and Wilson *Alliances* (corporations). These donations, along with gifts from the Wilson Center Board, proceeds from a special event honoring former Center President Lee Hamilton and a bequest, totaled \$1.5 million in FY 2011. The Center also seeks major gifts for its programs and endowment.

Foundation grants are another important source of support for the Center's programs and scholars. Support from both large and small foundations such as

the Carnegie Corporation, MacArthur Foundation, Connect U.S. Fund and Leon Levy Foundation enable the Center to pursue new ideas and topics. Because of the challenging economic conditions, foundation endowments have declined. As a result, their support of the Center has decreased to \$4.5 million in FY 2011. We do not expect major increases in the near future.

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.

Other non-appropriated funds for the Center include: in-kind donations; competitively awarded government grants; endowment income; royalties from book sales; and *The Wilson Quarterly's* subscription sales, and advertising.

The total of these non-appropriated monies help to pay for the salaries of nearly 100 staff (including certain administrative personnel, program personnel, outreach personnel, *The Wilson Quarterly* staff and the Development Office staff), fund-raising efforts, radio and television production costs, 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 2013 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 2013 Appropriation Request

The Woodrow Wilson International Center for Scholars' Board of Trustees requests two-year funding available through September 30, 2014 in the amount of \$10.492 million for the Woodrow Wilson Center Fiscal Year 2013 Appropriation. This request includes 52 full-time equivalent (FTE) staff positions which is consistent with the Center's FY 2012 appropriation request.

### Fiscal Year 2013 Budget Objectives

The Woodrow Wilson Center's Fiscal Year 2013 budget reflects the following management objectives:

- Fund legislated pay increases and 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 a consistent level of fellowship and public policy scholar appointments which are central to the mission of the "living memorial" to 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 programming; and print publications. The Center has also launched the National Conversation Series which focus on the most challenging public policy concerns of today. These meetings will be replicated in actual or virtual events around the country.
- 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.

- Increase visibility through enhanced communication and media.
- Ensure to the maximum extent possible 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.
- Enhance the reputation of the Center by appointing one or two distinguished scholars to the Center annually who are focused on emerging current day topics and/or policies.

## FY 2013 Budget Request Summary

	FY 2011 Appropriation		FY 2012 Appropriation		FY 2013 Proposed		Difference between FY 2012 Appropriation and FY 2013 Proposed
	Work Years	Amount	Work Years	Amount	Work Years	Amount	
Fellowship Program	0	\$1,400	0	\$1,582	0	\$1,500	(\$82)
Scholar Administration & Support	9	1,169	9	1,163	9	1,163	0
Public Service	17	3,318	18	2,986	18	2,952	(34)
General Admin	14	2,727	14	2,514	14	2,523	9
Smithsonian Fee	0	309	0	287	0	310	23
Outreach & Communications	11	2,143	11	2,255	11	1,899	(356)
Building Requirements	<u>0</u>	<u>137</u>	<u>0</u>	<u>200</u>	<u>0</u>	<u>145</u>	<u>(55)</u>
Total	51	\$11,203	52	\$10,987	52	\$10,492	(\$495)

The FY 2013 proposed budget request of \$10.492 million for salaries and expenses for the Woodrow Wilson International Center for Scholars reflects a reduction of 4.5% from the FY 2012 Appropriation. The FY 2013 Budget provides funding for 52 federal employees, same as the FY 2012 level. Compared to the FY 2012 enacted level, the Budget includes a 2.8% (\$165,000) increase to cover personnel pay and benefits and a 13% (\$660,000) decrease to non-pay expenses.

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 a Wilson 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. Fellows come from all over the world to carry out scholarly work at the Center and to interact with people in

Washington both within and outside of the government. These fellows are selected on the basis of distinction in the fields they represent and on the potential of their research proposals as judged by prominent outside reviewers and the Fellowship Committee of the Board of Trustees.

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 television and radio broadcasting, and a variety of other publications is reaching more people and new constituencies within the United States and abroad.

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, advance research, knowledge sharing and information dissemination. Decision makers become better informed through actual and virtual events, publications, and various outreach media. Assessments have involved outreach, data bases, the best functional use of its limited space, organizational structure, examination of alternatives for increasing private sources of funding, and a look at all 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 2011, FY 2012, and FY 2013  
 (Dollars in Thousands)

Object Class	FY 2011 Appropriation	FY 2012 Appropriation	FY 2013 Proposed	Difference between FY 2012 Appropriation and FY 2013 Proposed
<u>Compensation and Benefits</u>				
Personnel - Compensation	\$4,559	\$4,535	\$4,663	\$128
Personnel - Benefits	1,284	1,374	1,411	37
Subtotal - Compensation and Benefits	<u>\$5,843</u>	<u>\$5,909</u>	<u>\$6,074</u>	<u>\$165</u>
<u>Other Expenses</u>				
Travel (transportation & subsistence of persons)	\$232	\$246	\$202	(44)
Communications	108	113	60	(53)
Transportation of things/postage	433	432	145	(287)
IT support & maintenance	87	54	83	29
Non-IT equip maintenance	75	40	68	28
Printing/reproduction/publications/ photograph/forms	178	198	184	(14)
Temporary services	10	12	7	(5)
Advisory/assistance services/honorarium	161	115	106	(9)
Other Services (Asia Initiative)	337			0
Other Services (stipends)	2,150	2,274	2,123	(151)
Supplies and materials	95	108	68	(40)
Intergovernmental services	329	307	321	14
Professional services	306	354	299	(55)
Equipment/furniture/software	488	359	358	(1)
Operations & maintenance of facilities	137	200	145	(55)
Publications and forms	185	206	193	(13)
Recruiting/advertising/marketing/p ublic announcements	26	37	39	2
Training	23	23	17	(6)
Subtotal - Non-Salary Expenses	<u>\$5,360</u>	<u>\$5,078</u>	<u>\$4,418</u>	<u>(\$660)</u>
Total	\$11,203	\$10,987	\$10,492	(\$495)

I. FELLOWSHIP PROGRAM  
(dollars in thousands)

<u>FY 2011 Appropriation</u>	<u>FY 2012 Appropriation</u>	<u>FY2013 Proposed</u>	<u>Difference between FY 2012 Appropriation and FY 2013 Proposed</u>
\$1,400	\$1,582	\$1,500	\$1,500

The Fellowship Program is the Wilson Center’s flagship program. The individual grant awards remain the core method the Center employs to accomplish the mission set forth in the enabling legislation. In FY 2011, the Fellowship Program provided funds for 23 fellows. Their fellowships range in duration from four to nine months, one or two semesters. In the fall of 2011, the Center began its review of nearly 300 fellowship applications for the FY 2012 fellowship competition. The outside panel will complete its selection of primary and alternate awardees in March 2012.

The federally funded fellowship program is designed to attract a diverse group of pre-eminent scholars. The Center needs to be as competitive as possible with other institutions which are able to provide substantially higher stipends to visiting scholars.

This funding is not available in the private sector. The fellowships are not tailored to targeted research which would interest private sector contributors, but rather the competition is designed to seek the top intellectuals without regard to area of study. From one year to the next the Center never knows the topics which will be researched by fellows in residence. With the expectation and aspiration of Woodrow Wilson in mind the fellowship competition allows an independent panel to select the most qualified men and women to continue to document and disseminate advanced knowledge among all people.

The Wilson Center does make grants to individual scholars from non-appropriated funding, but the scholarship qualifications are often restrictive in nature. The Center has received funding for scholars from a specific geographical origin such as an Australian, an African, or a Pakistani. Only the Appropriation funding provided in this budget for the annual fellowship competition allows independent 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. This flagship program, which awards 18-24 fellowships annually, covers the travel, health insurance

premiums, and cost of living for the individual awardees. The Center provides stipend awards to fellows up to \$85 thousand for the academic year 2013-2014, which will be the performance period of the fellows awarded during the FY 2013 fellowship competition. Fellowship award offers are based on maintaining the individuals current income level (no financial gain or loss as a result of accepting the fellowship award). The Center was very fortunate in FY 2011 to have many primary fellowship awardees coming with a portion of their fellowship funding from their college or university. This allowed the Center to make all 23 offers to the competitively selected primary awardees.

The aim of the Woodrow Wilson Center Fellowship Program coincides with the objectives outlined in the Center's Mission Statement: to provide an essential link between the worlds of ideas and public policy. The Center accepts non-advocacy, policy-relevant, fellowship proposals that address key challenges of past, present and future issues 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 one or more of the Center's primary themes:

#### Global Sustainability and Security

- Terrorism
- Transnational crime and citizen security
- Climate change, natural resource scarcity, and their impact on national security
- Urbanization, migration, and immigration

#### Regional Power Shifts

- Transitions from autocracy
- Rising powers and regional orders

#### American Challenges as a Global Power

- American competitiveness and innovation
- Future of America's social contract: the role of government and the economic future
- Energy: its costs, availability, impact on national security, and prospects for the future

The Woodrow Wilson Center utilized a screening process to evaluate the applications of candidates for FY 2012 fellowships that involves multiple levels of peer review.

The Center is confident that the lengthy and intensive peer review process 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 affairs is the hallmark of the Woodrow Wilson Center's residential fellowship program. It distinguishes the Center from organizations that focus primarily on research.

Woodrow Wilson Center fellows from the class of 2011-2012 (FY 2011 grant awards) come from many regions of the United States and from institutions in the United States, Argentina, China, Italy, Turkey, the United Kingdom, and Venezuela.

The following are the names and project titles of just a few of the 2011-2012 fellows:

Rochelle Davis, Assistant Professor of Anthropology, Georgetown University. "Cultural Knowledge and U.S. Military Strategy"

Polly Jones, Lecturer in Russian Culture, School of Slavonic and East European Studies, University College London, United Kingdom. "Burying Stalin: The Soviet Union between Past and Future, 1953-91."

Luis Pásara, Researcher and Professor, Instituto de Iberoamérica, Universidad de Salamanca, Spain. "Justice and Justice Reform in Latin America."

Fabio Rugge, Professor and Dean, Political Science Faculty, Pavia University, Italy. "Food Governance in the 20<sup>th</sup> Century: A Comparative Study."

Kathleen Vogel, Assistant Professor at Cornell University. "Expertise, Secrecy, and Intelligence Assessments"

Yafeng Xia, Associate Professor of History, Long Island University. "Between Ideology and National Interests: A History of China's Relationship with North Korea."

Ahmet Yukleyen, Croft Assistant Professor of Anthropology at the University of Mississippi. "Salafism and Radicalization of Muslim Youth in Europe."

Fellowship Program by Object Class  
 FY 2011, FY 2012, and FY 2013  
 (Dollars in Thousands)

<u>Object Class</u>	<u>FY 2011 Appropriation</u>	<u>FY 2012 Appropriation</u>	<u>FY 2013 Proposed</u>	<u>Difference between FY 2012 Appropriation and FY 2013 Proposed</u>
<u>Other Expenses</u>				
Other services (stipends)	\$1,400	\$1,582	\$1,500	(\$82)
Subtotal – Non-Salary Expenses	<u>\$1,400</u>	<u>\$1,582</u>	<u>\$1,500</u>	<u>(\$82)</u>
Total	<u>\$1,400</u>	<u>\$1,582</u>	<u>\$1,500</u>	<u>(\$82)</u>

II. SCHOLAR ADMINISTRATION AND SERVICES  
(dollars in thousands)

	FY 2011 Appropriation	FY 2012 Appropriation	FY2013 Proposed	Difference between FY 2012 Appropriation and FY2013 Proposed
Personnel Costs	\$889	\$841	\$883	\$42
Operating	<u>280</u>	<u>322</u>	<u>280</u>	<u>(42)</u>
Total	\$1,169	\$1,163	\$1,163	\$0

The appropriation for Scholar Administration and Services consists of personnel and operating costs for the Scholar Administration Office and the Library. This appropriation provides modest funding for recruiting fellowship applicants, transportation and subsistence for panelists, printing and reproduction costs of applications, postage costs for mailing application packages to panelist, and library costs. The FY 2013 budget request reflects an increase in personnel cost and an equal reduction in to operating costs as compared to FY 2012. An appropriation maintains the Scholar Administration and Services activities effectively and efficiently.

The Scholar Administration 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; makes copies of applications and sends the application packages to each panelist for review; and arranges for the panel review meetings and accommodations for the panelist. Once primary and alternate fellowships are selected the Scholar Administration Office makes grant award offers and receives acceptances. They work closely with awardees to determine health insurance needs, tax treaty eligibility, tax withholding obligations, visa requirements, and assist with finding temporary local housing.

The Scholar Administration Office also administers the intern program of the Woodrow Wilson Center which provides students with a positive educational experience. 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. Each year, approximately 250 students are assigned as part-time research assistants to Center fellows and scholars.

Wilson Center alumni who have benefited directly from the internship program and appreciate its value have continued to provide the program with financial

support. The Goldsmith Foundation awarded the Center \$100,000, which the Center used for the intern program for FY 2010 and FY 2011. Additionally, the Center expects to receive \$11,000 annually in the form of donations from scholars who are alumni. The intern program is not supported by federal appropriated funding.

In addition to interns who receive a small stipend with funds raised privately, the Center welcomes interns who work without a stipend. Often these are students who are participating in a "Washington Semester" program in the nation's capital and they will get credit for their internship.

This year, interns and research assistants came 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 print and digital 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. Despite its small size, the library has been praised by scholars in person, in exit surveys, and through book acknowledgements for the support provided throughout their stay at the Center. Interns have complimented the library, saying that they learned how to find and evaluate sources needed for their scholars' work. The library serves a diverse population with diverse needs, including scholars coming from academia, government, the non-profit sector, the corporate world, and the professions, and from the United States and other countries. Library services and support are a significant factor in attracting and fulfilling scholars' needs and expectations in this age of instant information access.

Use of the Internet and online resources is critical to the library's goal of providing timely and authoritative sources of information. About 90% of the scholar's responses to the library's FY 2011 exit survey reported that they had used the library's databases and e-journals. The Center's library subscribes to proprietary databases and e-journals, providing extensive domestic and international newspaper coverage, scholarly journals, government documents, reports, and statistical collections. These tools provide research support across a variety of disciplines and reflect the Center's increasingly wide-ranging activities. Considerable staff time is spent in selection, evaluation, license negotiation, training, and resource management. When possible, electronic access is provided at the desktop level for immediate use throughout the Center. In some cases, in order to afford certain subscriptions, use is restricted to computer terminals within the library. Cost savings have also been realized through piggybacking as users on some of the Smithsonian Institution's database subscriptions. However, because of our different IP addresses and organizational structure, not all vendors recognize the Center as part of the

Smithsonian Institution despite the enabling legislation and we have had to procure independently certain subscriptions.

The library works to facilitate access by scholars to the resources of the many libraries and archives in the District of Columbia, particularly the Library of Congress, with which it maintains a close relationship. The Center's library manages a large and complex interlibrary loan program. By mid-August of Fiscal Year 2011, the library had loaned some 4,800 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. Each year the library reviews its subscriptions to determine if they meet relevance and budgetary priorities. In FY 2011, the library prioritized its journal and annual subscriptions, by canceling some subscriptions in order to continue funding more critical resources.

The library is requesting \$200,000 in FY 2013. This reflects the fact that prices continue to rise for journals (print and digital) and library databases at a rate exceeding standard economic assumptions. According to Library Journal, journals prices may go up anywhere from five to nine percent in 2012. This follows an estimated 36% price increase over the last five years. In FY 2011 Wilson Center Library database subscriptions increased on average between three and eight percent. Nearly 90% of the library's budget is dedicated to the provision of journal and database resources. These resources continue to increase in cost and our librarian constantly evaluates the Center needs for prioritizing procurement and negotiates the best price available. Given the rapid changes in the availability and marketing of information, it is difficult to predict with any degree of certainty how much some prices will rise. For example, in the last year some newspapers, such as the New York Times, introduced paywalls, increasing the demand for library subscriptions.

In FY 2011 the library began examining how to strengthen its online and print resources to reflect the priorities of the Center's new strategic planning, Wilson 3.0. To this end, the library is working to identify new sources of information that will promote research in these areas. The library is looking not only at more traditional information sources – newspapers, journals, etc., - but also at evolving open-access and subscription-based Internet publications and services. The library will need to weigh the benefits of new resources against current ones as it works with researchers on these critical subjects.

The fellowship awards continue to be the Center's flagship activity employed to achieve the assigned tasks set forth in the Act of Congress creating the Woodrow Wilson Center. The library provides the essential support services to these scholars as well as much needed support for staff and interns as all seek to increase, preserve, and disseminate knowledge both nationally and internationally.

Scholar Administration and Services by Object Class  
 FY 2011, FY 2012, and FY 2013  
 (Dollars in Thousands)

<u>Object Class</u>	<u>FY 2011 Appropriation</u>	<u>FY 2012 Appropriation</u>	<u>FY 2013 Proposed</u>	<u>Difference between FY 2012 Appropriation and FY 2013 Proposed</u>
<u>Compensation and Benefits</u>				
Personnel -	\$689	\$646	\$671	\$25
Personnel - Benefits	200	195	212	17
Subtotal - Compensation and	<u>\$889</u>	<u>\$841</u>	<u>\$883</u>	<u>42.00</u>
<u>Other Expenses</u>				
Travel (transportation & subsistence of persons)	\$15	\$18	\$15	(3)
Transportation of things/postage	3	7	3	(4)
Printing and reproduction	3	13	3	(10)
Temporary services	10	12	7	(5)
Advisory and assistance services	42	37	38	1
Library-equipment/furniture maintenance/ software	4	4	5	1
Publications (Library & Database Services)	185	206	193	(13)
Recruiting/advertising	16	24	14	(10)
Training	2	1	2	1
Subtotal - Non-Salary Expenses	<u>\$280</u>	<u>\$322</u>	<u>\$280</u>	<u>(\$42)</u>
Total	<u>\$1,169</u>	<u>\$1,163</u>	<u>\$1,163</u>	<u>\$0</u>

III. PUBLIC SERVICE  
(dollars in thousands)

	<u>FY 2011 Appropriation</u>	<u>FY 2012 Appropriation</u>	<u>FY2013 Proposed</u>	Difference between FY 2012 Appropriation and FY2013 Proposed
Personnel - Costs	\$2,231	\$2,294	\$2,329	\$35
Public Policy Scholars	550	492	423	(69)
NBR PS	337	0	0	0
Distinguished Scholars	<u>200</u>	<u>200</u>	<u>200</u>	<u>0</u>
Total	\$3,318	\$2,986	\$2,952	(\$34)

This category consists of the personnel costs for directors and assistants for some of the Center's programs and projects, as well as for stipend expenses for the Center's Public Policy Scholars. Also included in this funding area would be the costs associated with the appointment of one to two distinguished scholars working on emerging current topics or policies.

The Center continues to devote a great deal of effort to maintaining a high level of public programming on relevant public policy issues and to making those activities open to the general public. These activities continue to grow, giving the Center even more visibility. The vast majority of the well over 700 meetings organized in 2011 were held at the Center and were open to the public. The Center has organized meetings on a wide variety of topics with much programming on the role of the United States in the world, issues of governance, security, regional power shifts, and future challenges. The Center is pursuing enhanced focus, collaboration, and coherence among programs and scholars to provide even more superior research, writings, and education to all stakeholders in the coming decade. The historical and social context of key public policy issues will continue to be examined.

The Woodrow Wilson Center makes 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.

## Public Policy Scholars

The Wilson Center's scholars are the basis for the living memorial to President Woodrow Wilson. 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.

For FY 2011, the Wilson Center funded about 35 Public Policy Scholars. 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. In FY 2012, the Center also expects to offer an appointment to over 30 Public Policy Scholars and a similar amount in FY 2013.

The following is a sampling of the projects that some Public Policy Scholars worked on during FY 2011:

Richard Feinberg, Professor of International Political Economy, University of California, San Diego; Director, APEC Study Center; Chair, Global Leadership Institute. "Cuban Economic Reforms: The Challenge to the International Development Community."

Ruth Greenspan Bell, Senior Fellow, World Resources Institute. "Rebooting the Climate Effort: A Research Agenda and Proposal."

Marcia Hartwell, Social Scientist, United States Army, US Forces-Iraq. "Reinterpreting Civilian-Military Alliances Within a Human Security Framework."

Ludger Kuehnhardt, Professor, Center for European Integration Studies (ZEI), University of Bonn, Germany. "The U.S., Europe, and China on the African Continent: A New Scramble for Africa."

Richard Whittle, Free Lance Journalist/Author; Contributing Editor, *Access Intelligence*. "The Advent and Public Policy Implications of Unarmed Unmanned Aerial Vehicles (UAV)."

Junhua Wu, Chairwoman and Chief Economist, The Japan Research Institute (Shanghai) Consulting Co, Ltd. "China's Democratization: Probability and a Possible Road Map."

## Distinguished Scholars

The FY 2013 Proposed Budget provides funding to continue the Distinguished Scholar individual grants. The Woodrow Wilson Center appointed in 2010 its first two Distinguished Scholars. Distinguished Scholars are individuals who are preeminent in their fields and who have made valuable contributions to the world of scholarship and public policy.

Charles Maier, the Saltonstall Professor of History at Harvard University since 1981, was a key Distinguished Scholar. Dr. Maier is a world-renown scholar who has explored such varied subjects as the political economy of Europe after the world wars, German national identity, the collapse of East Germany, and America's empire. He is a master of comparative history and a true dean of his field.

He was at the Wilson Center the first six months of 2011 pursuing research on a book entitled "Once within Borders: History and Territory since 1500", an area of great relevance to today's globalized world.

Robin Wright has been another Distinguished Scholar and will have spent by the end of Fiscal Year 2012 two years affiliated with the Center, 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 and is the author of numerous books, several of them on the Middle East, including Iran. She will continue her work as a leading writer on developments in entire Middle East region which has been of enormous benefit to the 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 is maintaining a special interest in researching and writing on what she terms the rising post-jihadist generation in the Middle East.

Aaron Miller is also a Distinguished Scholar at the Center. He has written and spoken extensively on the Middle East and has a background of having worked for over 25 years for some six presidents and numerous Secretaries of State. He is currently completing a book on the American Presidency.

The Wilson Center expects to have 1 or 2 Distinguished Scholars in FY 2012 and FY 2013.

Public Service by Object Class  
 FY 2011, FY 2012, and FY 2013  
 (Dollars in Thousands)

<u>Object Class</u>	<u>FY 2011 Appropriation</u>	<u>FY 2012 Appropriation</u>	<u>FY 2013 Proposed</u>	<u>Difference between FY 2012 Appropriation and FY 2013 Proposed</u>
<u>Compensation and Benefits</u>				
Personnel - Compensation	\$1,757	\$1,761	\$1,787	\$26
Personnel - Benefits	474	533	542	9
Subtotal - Compensation and Benefits	<u>\$2,231</u>	<u>\$2,294</u>	<u>\$2,329</u>	<u>\$35</u>
<u>Other Expenses</u>				
Other Services (Cooperative Agreement for Asia Initiative)	\$337	\$0	\$0	\$0
Other services (stipends)	750	692	623	69
Subtotal - Non-Salary Expenses	<u>\$1,087</u>	<u>\$692</u>	<u>\$623</u>	<u>(\$69)</u>
Total	<u>\$3,318</u>	<u>\$2,986</u>	<u>\$2,952</u>	<u>(\$34)</u>

IV. GENERAL ADMINISTRATION  
(dollars in thousands)

	<u>FY 2011 Appropriation</u>	<u>FY 2012 Appropriation</u>	<u>FY 2013 Proposed</u>	<u>Difference between FY 2012 Appropriation and FY 2013 Proposed</u>
Personnel Costs	\$1,549	\$1,513	\$1,573	\$60
Operating	<u>1,178</u>	<u>1,001</u>	<u>950</u>	<u>(51)</u>
Total	\$2,727	\$2,514	\$2,523	\$9

The General Administration budget line includes federal personnel compensation and benefits for some staff in the offices of the Director, Executive Vice President, 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, telephone, network administration support, equipment, office supplies, maintenance, shipping, Smartbenefits, miscellaneous contract services such as internet provider, advisory services, audit services, staff travel, and training.

The Woodrow Wilson Center has again received an unqualified audit opinion from KPMG for the Center's FY 2011 A-136 special purpose audit of federal appropriation funds and is anticipating an unqualified audit opinion for the FY 2011 annual consolidated financial statement audit (audit field work will be completed February 18, 2012).

General Administration by Object Class  
 FY 2011, FY 2012, and FY 2013  
 (Dollars in Thousands)

<u>Object Class</u>	<u>FY 2011 Appropriation</u>	<u>FY 2012 Appropriation</u>	<u>FY 2013 Proposed</u>	<u>Difference between FY 2012 Appropriation and FY 2013 Proposed</u>
<u>Compensation and Benefits</u>				
Personnel - Compensation	\$1,195	\$1,153	\$1,200	\$47
Personnel - Benefits	354	360	373	13
Subtotal - Compensation and Benefits	<u>\$1,549</u>	<u>\$1,513</u>	<u>\$1,573</u>	<u>\$60</u>
<u>Other Expenses</u>				
Travel (transportation & subsistence of persons)	\$80	\$72	\$83	11
Communications	108	113	60	(53)
Transportation of things/postage	43	54	37	(17)
IT equip maintenance	72	50	70	20
Non-IT equip maintenance	75	40	68	28
Supplies and materials	95	108	68	(40)
Intergovernmental services	20	20	11	(9)
Professional services	178	164	184	20
Equipment/furniture/software	484	355	353	(2)
Printing/publications/forms	5	5	4	(1)
Training	18	20	12	(8)
Subtotal - Non-Salary Expenses	<u>\$1,178</u>	<u>\$1,001</u>	<u>\$950</u>	<u>(\$51)</u>
Total	<u>\$2,727</u>	<u>\$2,514</u>	<u>\$2,523</u>	<u>\$9</u>

V. SMITHSONIAN INSTITUTION SERVICE FEE  
(dollars in thousands)

<u>FY 2011 Appropriation</u>	<u>FY 2012 Appropriation</u>	<u>FY 2013 Proposed</u>	Difference between FY 2012 Appropriation and FY 2013 Proposed
\$309	\$287	\$310	\$23

This amount is 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, some library assistance including placing and administering orders for serials, access to an inspector general's office, risk management, mail services, and archive management.

Smithsonian Fee by Object Class  
FY 2011, FY 2012, and FY 2013  
(Dollars in Thousands)

<u>Object Class</u>	<u>FY 2011 Appropriation</u>	<u>FY 2012 Appropriation</u>	<u>FY 2013 Proposed</u>	Difference between FY 2012 Appropriation and FY 2013 Proposed
<u>Other Expenses</u>				
Intergovernmental Services	\$309	\$287	\$310	\$23
Subtotal - Non-Salary Expenses	<u>\$309</u>	<u>\$287</u>	<u>\$310</u>	<u>\$23</u>
<u>Total</u>	<u>\$309</u>	<u>\$287</u>	<u>\$310</u>	<u>\$23</u>

VI. OUTREACH AND COMMUNICATIONS  
(dollars in thousands)

	<u>FY 2011 Appropriation</u>	<u>FY 2012 Appropriation</u>	<u>FY 2013 Proposed</u>	Difference between FY 2012 Appropriation and FY2013 Proposed
Personnel - Cost	\$1,174	\$1,261	\$1,289	\$28
Conference Support	250	250	200	(50)
Public Affairs	231	260	180	(80)
Wilson Center Press	110	122	80	(42)
<i>The Wilson Quarterly</i>	<u>378</u>	<u>362</u>	<u>150</u>	<u>(212)</u>
Total	\$2,143	\$2,255	\$1,899	\$356

Seven activities comprise the Center's principal outreach efforts: (1) our radio and television program *dialogue*, (2) *The Wilson Quarterly*, (3) the website, (4) various e-newsletters and other advisories (distributed electronically), (5) books and related publications, (6) major conferences, and (7) civic organization programs. Personnel costs cover expenses for some staff of the Outreach and Communications Office. The Woodrow Wilson Center's conference and other outreach activities are designed to benefit national and international audiences by distributing the results of Center-supported programs and/or research. The FY 2013 proposed funding shows a reduction of \$384 thousand non-pay operating costs as compared to FY 2012.

The Center plans to implement a revised strategic development plan to increase unrestricted contributions which could be used to offset the reduction in federal funding outlined in this section of the budget request. The Center remains hopeful that these development efforts will be fruitful allowing the Center to pursue heightened outreach and communications activities.

In reference to the Center's significant contributions to relevant public policy concerns, the Honorable Michael Simpson noted during the Centers FY 2011 Appropriation Hearing, "In this day and age of 24-hour news and increasing tensions in the world over limited resources, I believe we need more forums for non-partisan discussion if we are to reach more sustainable solutions to our nation's and the world's problems." 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 non-partisan work done at the Center on major issues confronting America and the world in the 21<sup>st</sup> Century. As new communications technologies continue to emerge and evolve rapidly, it is critically important that the Center remain current through requisite equipment and technology upgrades

that will ensure timely and adequate delivery of information and dissemination of programming through various multimedia devices and mechanisms.

Should private funding become available, *dialogue* is also seeking to launch another new initiative by adding *live* programming via our network (MHz), as well as “location shoots/road shows.” Going “*live*” would also allow us to include questions from teleconference sites around the country, adding an outreach capacity not currently part of the program. And, private funding that supports taking “*dialogue*” on the road would serve two immediate purposes. First, it would allow us to take advantage of opportunities outside the Center that could provide quality programming options. Second, it would allow us to strategically select opportunities to enhance the Center’s presence at conferences and other off site events in cities beyond Washington. We will also purchase targeted advertising for our programming while continuing to take advantage of “free” promotional opportunities.

The website is most often the first visible representation of the Woodrow Wilson International Center for Scholars people encounter. Appropriated funds continue to be used for additional functionality. The site currently is undergoing the final stages of a major redesign, covered by private funding. Appropriated funding will continue to support the ongoing need for website maintenance, software and other upgrades necessary to remain current. One example is a multimedia event presentation tool which would enable us to present live video, power point slides, and transcripts of speeches.

## Conferences

Conferences, including those supported by federal conference funds, span a wide variety of subject matter and touch upon virtually all regions of the world.

### FY 2011 Conferences

- “Participatory Governance and Decentralization: A Comparative Study in Programs and Outcomes”
- “The U.S. Government's Response to Disasters: Myth, Mistakes, and Recovery”
- “Immigrants in the United States: How Well Are They Integrating into Society?”
- “Japan-U.S. Economic Partnership in the Post-Lehman World”
- “India-U.S. Partnership and the Emerging Global Economic Architecture (with Finance Minister of India)”
- “Playing with Fire: Why Pakistan’s Democracy Is Losing Ground to Islamic Extremists”
- “North Korea and Nuclear Weapons”
- “Chinese National Identity and National Identity Gaps in East Asia”
- “Is the Proposed Keystone XL Pipeline in the National Interest?”
- “Northern Border Crime and Terror Networks: Fact or Fiction?”
- “Any Changes Coming? Implications of the May 2 Canadian Federal Election for Canada and Canada-U.S. Relations”
- “How the West Can Win: Controlling Spending as We Grow—A Conversation

with Canada's Finance Minister James Flaherty"

"Mixed Signals at the Border: The Future of U.S.- Canada Border Preclearance Programs"

"Women and Entrepreneurship: Perspectives from the Middle East and the United States"

"Rock the Casbah: Rage and Rebellion across the Islamic World"

"Arab Spring or Arab Winter (or Both)? Implications for U.S. Policy"

"September Crisis or Compromise: The Palestinians, the UN, and the Peace Process"

"Iran: Turmoil at Home, Assertiveness Abroad?"

"Russia in Search of an Independent Judiciary."

"The U.S.-Russia Reset: Status and Prospects"

"The Battle for Moscow's Billions: Power and Money in the Russian Capital Under Mayor Sergei Sobyenin"

"The NATO-EU-Russia Triangle: Different Perceptions and Approaches to International Security."

"Russia and the European Court of Human Rights: Implications for U.S. Policy."

"Russia, the Council of Europe, and the ECtHR: An Introduction"

"The Russian Experience before the ECtHR"

"The Future Role of the ECtHR and Policy Implications for Russia and the U.S."

"BRICS: Shaping the New Global Architecture."

Conferences Planned for FY 2012 include:

"Policy Workshop: Reducing Urban Poverty"

"U.S. Civilian Assistance to Pakistan: Fated to Fail?"

"Why Taiwan Matters: Small Island, Global Powerhouse"

"The U.S.- Japan Partnership After the Great East Japan Earthquake"

"The Other R.O.K.: Memories of Authoritarianism in Democratic South Korea"

"Assessing Responsible Water Use in Canada - U.S. Oil and Gas Development"

"An Update on the Direction and Progress of the Canada - U.S. Regulatory Cooperation Council"

"Risk and Regulation: Assessing the Prospects of Deep-Water Offshore Oil Drilling"

"The Transition from Autocratic to Democratic Government in the Arab World: Obstacles and Opportunities"

"The Emerging Police State in Iran"

"Redefining America's Role in a Changing Middle East"

"20th Anniversary of Russian Independence"

"Russia as an Immigration Destination"

"Engaging the Law in Eastern Europe and Eurasia"

"Central Asia/Eurasia Speaker Series"

"The New Economic Security Architecture and Its Implications on African Countries Transitions"

"Series on Innovation, Communication and Telecommunications (ICT) Development in Africa: Engine for Growth, Social Change and Governance"

"The Arab Spring and its Financial Ramifications for the African Union"

"Southern Voices in the Global Policy Debate: African Perspectives in

International Issues”

“Women in Leadership: A Trend to be Reckoned With”

“The New Economic Security Architecture and its implications on African Countries Transitions “

“Information Communications and Technologies in Africa: Engine for Growth, Social Change and Good Governance”

“Southern Voices in the Global Policy Debate: African Perspectives in International Issues”

“The ‘Securitization’ of Peace Building”

For FY 2013 some of the topics that will be explored in meetings and conferences that are now in the planning stage include:

“An Examination of Pipeline Safety in North America “

“Assessing U.S. and Canadian Capabilities to Respond to an Arctic Oil Spill”

“Iran: The Fracturing of the Ruling Elite and its Implications”

“Women and the Arab Spring: Liberation or Marginalization?”

“The Economic Cost of the Arab Revolt of 2011”

“Leveling the Business Playing Field: Investing in Technology Transfer in Africa”

“Social Media and African Youth”

Other topics will be determined as plans evolve.

## Public Affairs

The Office of Communications & Media Relations brands the Center, and markets the work of its programs and staff, via the full gamut of tools - from publications to our website, Director’s Forums, National Conversations, other special events forums, and interaction with media – traditional and social. Working with the Center’s programs, projects, and staff, the Office reaches the full range of our target audiences – including policymakers/their staff, media, private sector, NGOs, academe, donors and prospective donors.

In addition to the range of tools described above, the office highlights the Center and its programs: using broadcast quality interviews with scholars, fellows and staff via its own radio and TV show, *dialogue* (both radio and TV shows are conducted in our in-house studio); the Wilson Quarterly; books and other publications of Wilson Center Press. The graphics department collaborates with our staff photographer to produce high-quality publications that help us appeal to a broad audience.

The Center’s new e-newsletter, The Wilson Weekly, will feature video, audio, summaries, transcripts and articles on Center programs, events, scholars and staff, presented in an interactive, concise, digestible and visually appealing format.

The Communications & Media Relations office, in cooperation with the office of Public Education & Outreach, promotes the Center to schools and civic

organizations in the greater Washington, D.C. area and across the U.S. by offering staff and scholars as speakers and inviting groups to visit the Center to learn about its work and activities and to tour its presidential exhibit.

Our website (<http://www.wilsoncenter.org>) is, of course, the leading source of Center news and information. It is updated daily with details on forthcoming events, transcripts and news reports on completed meetings, and the latest media appearances of our staff and scholars, and news on our publications and latest broadcasts. Traffic to the site continues to increase as do subscriptions to the e-newsletter, increasing the Center's audience beyond the Beltway and globally. As a dynamic tool in a fast changing media environment, the website is constantly evolving. The goals for the new site are multiple: to increase donations, feature as much of our 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 audio visual offerings, and attract more applicants for our various grants and fellowships. The site also provides a portal to newly posted and archival audio and video content, transcripts, related articles, and additional resources. Above all we have established and are taking a strategic approach to building our social media presence.

#### Public Education & Outreach

The Center's staff and scholars speak to students, teachers, civic groups, and professional organizations on wide-ranging topics and issues. Recent groups include World Affairs Council Chapters, high school and college students from the United States and abroad. The Center also responds to outside requests to provide expert speakers on a variety of topics. Plans are being made to provide training sessions for teachers to teach students nationwide how to play "Budget Hero" – an online game developed by the Center and American Public Media that allows anyone the opportunity to test and recognize the effects of specific budget cuts or expenditures on the federal budget. The new version, Budget Hero 2.0, has been updated to reflect financial sector bailouts, stimulus plans and major policy initiatives with budgetary implications, such as health care reform. The Center is developing plans to launch "Budget Hero" in partnership with high schools and colleges across the country, as well as presenting programming to civic groups on the budget and our economy.

The Center has held several programs on Science, Technology, Engineering, and Mathematics (STEM) initiatives, and hopes to partner with the D.C. public schools on a STEM initiative in 2012.

On October 6, 2008, the Center opened a permanent exhibit on the life and legacy of Woodrow Wilson. This exhibit is housed next to the Center's Memorial Hallway and includes memorabilia, historical information, and a short biographical film. It is open to the public, free of charge. Since its opening, thousands of visitors have toured the exhibit. Promotional materials have been

disseminated to Visitors Centers around the Virginia, D.C. area and it is expected that the number of visitors will continue to increase.

The Wilson Center has membership on the Advisory Council for the Virginia Commission on the Centennial of the Woodrow Wilson Presidency, and will work with the Commission charged with planning, developing, and implementing statewide appropriate programs and activities to commemorate the centennial of Woodrow Wilson's election and presidency from 1912 to 1921.

In addition to partnerships with high schools, colleges and universities around the country, the Center will seek to develop partnerships with DoD Senior Service Schools.

#### Woodrow Wilson Center Press

Woodrow Wilson Center Press, the Center's book publishing program, expands the Center's connection to the policy and academic communities by publishing the Center's scholarship for a worldwide readership. The Press's books come from the Center's resident scholars or staff, or from groups of scholars under the sponsorship of the Center's programs. Manuscripts pass a rigorous peer review process before being accepted for publication and are edited, designed, and printed to high standards. The Press publishes about fifteen new titles each year.

These books are marketed through co-publishing relationships with major presses, particularly the presses of Johns Hopkins and Stanford. The Wilson Center Press edits and manufactures the books, and the partner presses advertise and sell them. Co-publishing allows the Press to reach specialist readers throughout the world, and two of our titles in 2010-11 were published with not only U.S. presses but also presses in India and Pakistan. Co-publishing also permits the Press to do more titles with a small staff, and royalty revenue reduces the Center's reliance on its federal appropriation.

The Press is about to select a new system for handling, storing, and distributing electronic book files, which should permit greater dissemination through the growing number of electronic publishing venues and through on-demand publishing. It should also improve the security of book production files over the long run.

In 2010-11, the Press produced books on:

- How Economic Engagement Affects U.S. Strategy in India
- Afghanistan since 1989 as Seen by a Pakistani Diplomat
- Policing in Latin America
- The History of Radio Free Europe
- The History of Chinese Foreign Policy

- A Current Assessment of the Politics, Economics, and Society of the Countries of the Western Balkans
- Women and Islam in Africa
- Influence of Stalin on the Post-World War II Italian Communist Party
- Reflections on the Orange Revolution in Ukraine
- The Cold War in East Asia
- Failed Development Aid in Pakistan
- Soviet-U.S. Competition in Early Cold War West Africa
- The History of Rockefeller Philanthropy in China
- The Orthodox Church and Russian Politics Today
- A Culturally Important African American Neighborhood in Washington
- History of Neoconservative Influence on U.S. Foreign Policy

For 2011-12, the Press currently has under way books on:

- A 1966 Effort to Open Negotiations over the Vietnam War
- The Lingering Effects of War in Latin America
- How Post-communist Russia Came to See Itself as Threatened by the West
- U.S.-Europe Security Collaboration
- “Peaceful Coexistence” as a Core Concept in Chinese Diplomacy
- New Trends in Chinese Thinking about International Relations
- The History of the Jewish Movement in the Late Soviet Union
- The Society of the Khrushchev-Era Soviet Union as Seen in Housing Policy
- The History of U.S. and Soviet Diplomacy in the United Nations
- National Identity in Japan, Korea, and China

#### Broadcasting and Multi-Media Productions

Through *dialogue*, the Center’s weekly TV and radio program, our production unit creates the broadcast voice of the Woodrow Wilson Center through national and international distribution of our award-winning weekly program.

Our audiovisual support team manages the Center’s technical requirements for electronic media services and all related technical facilities. All of our public meetings are supported and many of the events are either webcast live or recorded for future distribution.

#### *Dialogue*

On the air since 1988, *dialogue* reflects the work, people and ideas of the Woodrow Wilson Center. True to the Center’s primary mission, the program links the worlds of ideas and policy through interviews with policymakers, diplomats, scholars, authors, journalists, and other experts. The series offers viewers and

listeners informed and thoughtful discussions on relevant issues and topics and provides a vehicle to share the insights of scholars and fellows in residence and Wilson Center staff, along with those of outside experts.

Launched in 2002, the TV version of *dialogue* airs throughout the Washington, D.C. area on MHz 1, and is also available in more than 33 million TV households nationally on the MHz Worldview channel. *Dialogue* is also available to television stations nationally via the PBS satellite service. The program is broadcast internationally throughout Canada on the digital satellite and cable public affairs channel ichannel. In 2010, *dialogue* launched a YouTube channel that contains all original content related to the TV series. The channel provides a short format program accessible through social media that both informs the public and drives traffic to the Wilson Center website.

The radio version of *dialogue* airs on more than 80 public and commercial stations across the United States, covering most of the major markets. Abroad, the program is available to 50 million listeners in Europe and Japan, through distribution on NPR Worldwide. The NPR Worldwide satellite service includes NPR flagship programming such as *Morning Edition*, *Car Talk*, and *All Things Considered*. NPR Worldwide also ensures *dialogue*'s availability to the Armed Forces Network and World Space Satellite Service. Along with the Internet, NPR Worldwide is an important vehicle for our efforts to expand the international reach of *dialogue* and the Center.

Both the video and audio versions of the program are also available via the Wilson Center's website and can be downloaded via iTunes.

2010-2011 Season Highlights (*Topics* and *Guests* listed below):

"A Conversation with Lee Hamilton"

Lee Hamilton served as a member of Congress representing Indiana's Ninth Congressional District for 34 years. He left Congress in 1999 and served as director and president of the Woodrow Wilson International Center for Scholars until he left that post in late 2010.

"Leadership in Africa"

Festus Mogae is a former president of the Republic of Botswana and is also a former Wilson Center Public Policy Scholar. He leads the organization, Champions for an HIV-Free Generation in Africa and chairs The Council of Elders. Steven MacDonald is consulting director of the Wilson Center's Africa Program and of the Project on Leadership and Building State Capacity.

"Bloodlands: Europe Between Hitler and Stalin"

Timothy Snyder is a professor of history at Yale University. He is the author of several award-winning books. Blair Ruble is director of the Wilson Center's oldest program, the Kennan Institute, and also directs the Center's Comparative Urban Studies Program.

#### “New Tools in the Struggle for Democracy”

Oleg Kozlovsky is a Russian democracy and human rights activist. He is a co-founder of the Solidarnost United Democratic Movement and also of the youth movement, Oborona. Mr. Kozlovsky was honored with the Ion Ratiu Democracy Award. Christian Ostermann directs a number of programs at the Wilson Center, including the East European Studies Program and the Cold War International History Project.

#### “The Quarterly Report: Rethinking the Great Recession”

Steve Lagerfeld is editor of The Wilson Quarterly. Robert Samuelson is a columnist for Newsweek and the Washington Post. He is the author of several books including his latest, “The Great Inflation and Its Aftermath: The Past and Future of American Affluence.”

#### “Winning (or Losing) Hearts and Minds?”

Roger Hardy is a former Wilson Center Public Policy Scholar and a former Middle East and Islamic affairs analyst for the BBC. Abdul Aziz Said is the senior ranking professor at American University and the first occupant of the endowed Mohammed Said Farsi Chair of Islamic Peace. Roberto Toscano is a former Wilson Center Public Policy Scholar who previously served as Italy’s ambassador to Iran, and more recently to India.

#### “Egypt after Mubarak”

Barbara Slavin is a contributor to AOL News and foreignpolicy.com. Previously she served as assistant managing editor for world and national security at the Washington Times and also as senior diplomatic reporter for USA Today. Aaron Miller is a former Middle East negotiator for Republican and Democratic administrations having served as an advisor to six Secretaries of State. He is currently a public policy scholar at the Woodrow Wilson Center. David Ottaway is a senior scholar at the Wilson Center. Previously he served as a foreign correspondent and a national security and investigative reporter for the Washington Post. From 1981 to 1985 he was the paper’s Cairo Bureau Chief.

#### “The Iran Primer”

Robin Wright is a journalist, author, and foreign policy analyst who has reported from 140 countries for media outlets that include the Washington Post, the LA Times, and the Sunday Times of London. She is currently a joint fellow and distinguished scholar with the US Institute of Peace and the Woodrow Wilson International Center for Scholars. Haleh Esfandiari is director of the Wilson Center’s Middle East Program and is former deputy secretary general of the Women’s Organization of Iran. In 2007 she was held as a political prisoner in Iran. She later wrote about the experience in her book, “My Prison, My Home: One Woman’s Story of Captivity in Iran.

#### “The Latino Electorate and the 2010 Census”

Andrew Selee is director of the Wilson Center’s Mexico Institute and is an adjunct professor for Johns Hopkins University. Gary Segura is professor of political science at Stanford University, and director of Chicano studies for the Center for

Comparative Studies of Race and Ethnicity. Mike Barreto is associate professor of political science at the University of Washington, and director of the Washington Institute for the Study of Ethnicity and Race. Mike and Gary are also principals with the polling firm, Latino Decisions, which provides political decision makers with independent data on the impact of the Latino vote.

#### “The Future of Women and the Arab-Spring”

Moushira Khattab is a human rights activist who formerly served as Minister of Family and Population for Egypt. She also served as assistant minister of foreign affairs, vice chair of the UN Committee on the Rights of the Child, and was Egypt’s Ambassador to South Africa during the Mandela era. Lilia Labidi is an anthropologist and professor at the University of Tunis and also serves as Minister of Women’s Affairs in the Republic of Tunisia. Previously she was a visiting professor at the American University in Cairo and a fellow at the Wilson Center. Haleh Esfandiari is author of the book, “My Prison, My Home: One Women’s Story of Captivity in Iran.” Haleh serves as the director of the Woodrow Wilson Center’s Middle East Program.

#### “Forward-Deployed Naval Forces”

Pete Pagano is a captain in the United States Navy and is commander of the USS Kearsarge Amphibious Group. Mark Desens is a colonel in the United States Marine Corps and is commander of the 26th Marine Expeditionary Unit. During a nine-month deployment the Navy-Marine Corps team they led completed a wide range of missions across Southeast Asia, the Middle East, and the Mediterranean.

#### “Haunting Legacy: Vietnam and the American Presidency from Ford to Obama”

Marvin Kalb is the Edward R. Murrow professor of practice emeritus at Harvard’s Kennedy School of Government and founding director of the Shorenstein Center on the Press, Politics, and Public Policy. His award winning journalism career included stints as a Moscow bureau chief and as host of Meet the Press. He currently hosts the Kalb Report from the National Press Club in collaboration with George Washington University. Deborah Kalb is a freelance writer and editor who has written for the Gannett News Service, Congressional Quarterly, US News and World Report, and The Hill.

#### Audiovisual Support and Distribution

Operating under the *Communications and Media Relations* division of the Woodrow Wilson Center, the audiovisual support program provides media and audiovisual services for over 700 meetings per year. Services include technical support and logistics for the visiting electronic media, audiovisual support, and related technical facilities management.

Major services include technology for public presentation, video conferencing, television production, and webcasting. The audiovisual support program continues to actively develop the capacity to provide the ever more complex services required for public presentation and communications involving

international dignitaries from the academic, political, and corporate communities. 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.

Equipment operations and maintenance continue for the Center's radio and video editing suite, streaming web servers, video production equipment, auditorium, and conference rooms. In the fall of 2011 the multimedia and audiovisual production facilities upgraded its video communications system to high-definition standards. The Center has also enhanced its in-house studio to allow for television production, primarily to provide broadcasters live access to the experts of the Center's. The Wilson Center's electronic communications requirements continue to grow as the convergence of broadcasting, social media, telecommunications, and the Internet advances.

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. Press organizations supported on a regular basis include: C-SPAN, CNN, Reuters and UP television, Bloomberg TV, Al-Hurra TV, Canadian Broadcasting Corporation, FOX, NBC, MSNBC, ABC, CBS, WorldNet and VOA, and various foreign television press.

In 2011, in concert with the launch of the Center's new website, *Audiovisual Support* managed a streaming video format change moving from Windows Media to Flash based distribution. *Audiovisual Support* launched a new initiative in the fall of 2010 to video record and distribute selected live events on MHz Networks national broadcast channel. Titled *Wilson Forum* the series broadcast 26 one-hour programs and will continue in FY 2012.

Additional non-broadcast and multimedia video projects include live webcasts and videoconferences of events at the Wilson Center. Videoconferencing technologies bring participants from around the world into the meeting rooms of the Center while webcasting projects the events of the Center to the entire wired world. Webcasting has become a major component to the public expression of the Center's work with over 500 hours annually of live events, followed by video-on-demand access to these programs.

Recent examples of programs covered by broadcasters include:

“A Public Forum With His Excellency Felipe Calderón Hinojosa”  
Enhanced economic integration is needed to make North America more competitive against other world trading blocs, Mexican President Felipe Calderon Hinojosa said at a March 4 public forum cosponsored by the Woodrow Wilson Center and the Council of the Americas.

“A Conversation with His Excellency Ricardo Martinelli, President of the Republic of Panama: Economic Growth and Democratic Stability in Latin America”  
His Excellency Ricardo Martinelli, President of the Republic of Panama

“The National Conversation at the Woodrow Wilson Center: In Search of a National Security Narrative for the 21st Century”

Thomas Friedman, Columnist, The New York Times; Steve Clemons, Founder, American Strategy Program, New America Foundation; Rep. Keith Ellison (D-Minn.); Robert Kagan, Senior Fellow for Foreign Policy, Brookings Institution; Brent Scowcroft, National Security Adviser to President Ford and President H.W. Bush; Anne-Marie Slaughter, Professor of Politics and International Affairs, Princeton University, and Former Director for Policy Planning, U.S. Department of State

“The State of the U.S.-Pakistan Relationship: A Discussion with Pervez Musharraf”

Pervez Musharraf, a former president of Pakistan, offers his take on Pakistan's relations with the U.S.

Recent examples of webcasts:

“China at a Crossroads: Distress Over Democratization or an Omen of Collapse?”

Through an in-depth analysis of China's actual conditions on the ground—the “crossroads” it faces—this presentation suggested ways to make sense of China's uncertain future.

“Debts, Deficits, and Development”

The outcome of the current debate over the U.S. national debts and deficits will have implications for many parts of the national budget. Panelists will discuss the impact on the budgets for USAID, Department of State, and what it could mean for U.S. development policy.

“Book Launch: Afghanistan and Pakistan: Conflict, Extremism, and Resistance to Modernity”

Riaz Mohammad Khan, a former Wilson Center Pakistan Scholar and Pakistani foreign secretary, discusses his new book, a study of the Afghanistan conflict from Pakistan's point of view.

“Book Discussion: Reckless Endangerment”

NYT reporter Gretchen Morgenson and financial analyst Joshua Rosner, authors of the best-seller "Reckless Endangerment," dig into the home mortgage crisis.

“Security, Politics, and a Two-State Solution: A View from Israel”

Four prominent Israelis – Shaul Arieli, Shlomo Gazit, Alon Pinkas, and Gilead Sher – with decades of experience in military and security issues, outline Israeli views on a two-state solution in a discussion moderated by Wilson Center scholar Aaron David Miller.

“The Business of Education: Avoiding a Skills Gap”

Future U.S. competitiveness will depend on whether our students are given the proper skills to be college and career-ready. Businesses, maybe now more than ever, are investing in education and forming partnerships with schools to help ensure that our students are ready to join and compete in a 21st century global workforce. Boeing is no exception. Project-based learning and an emphasis on STEM subjects will be key to winning the future.

“Rock the Casbah: Rage and Rebellion across the Islamic World”

In “Rock the Casbah,” Wright, an acclaimed foreign correspondent and television commentator, tells the personal stories behind the rejection of both autocrats and extremists in the Muslim world.

“Targeting Top Teachers For Superior STEM Education”

With the impending reauthorization of the Elementary and Secondary Education Act, the issue of teacher quality is one of particular interest for the upcoming session. The panel of Albert Einstein Distinguished Educator Fellows discussed the characteristics and considerations that a definition for Highly Effective STEM Teachers should address. The Fellows also addressed the impact of high quality professional development programs by outlining their experiences and observations.

“Countdown to 2012: Mexico's Electoral Landscape in the Year Ahead”

A diverse team of experts discussed Mexico's political landscape as the country prepares for presidential elections in 2012. They examined prospects for the major candidates and parties, how the economy, security and foreign relations are likely to be debated, and the health of Mexico's electoral system.

“Sexual Violence and the Political and Security Implications in the Congo”

Dr. Denis Mukwege, director of the Panzi Hospital, discusses a range of timely issues that concern the Democratic Republic of Congo.

“BRICS: Shaping the New Global Architecture”

A half-day conference focusing on the new grouping of nations known as BRICS (Brazil, Russia, India, China, and South Africa).

“Europe's Energy Security in the Balance: What Future for the Southern Energy Corridor?”

Andrea Lockwood, Deputy Assistant Secretary for Eurasia, Africa and the Middle East, U.S. Department of Energy; Adnan Vatansever, Senior Associate, Energy and Climate Program, Carnegie Endowment for International Peace; and Peter Doran, Senior Policy Analyst, Center for European Policy Analysis (CEPA).  
Moderator: Alexandros Petersen, Adviser, European Energy Security Initiative, Woodrow Wilson Center

Recent examples of videoconferences and Skype communications:

“Arab Spring or Arab Winter (or Both)? Implications for U.S. Policy”

Skype Conference with Lebanon

Changes roiling the Arab world have dramatically altered the political landscape of the Middle East. Where are these developments heading, and what are the implications for the United States?

“Revolution and Women's Rights: The Case of Egypt”

Skype Conference with Egypt

Calling in from Cairo via Skype, a panel of three women activists discuss the role of women before, during, and after Egypt's January 25th revolution. The panelists draw upon their perspectives on recent events.

“Enhancing Public Engagement in Climate Change: The 2011 Climate Change Communicators of the Year”

Video-conference with UCSD (San Diego)

"Excellence in climate communication has to do with public engagement – communication that expands the portion of the public that is engaged in this issue and enhances their degree of engagement," said Edward Maibach, director of the Center for Climate Change Communication at George Mason University, presenting the awards for excellence in climate change communication to Naomi Oreskes and the Alliance for Climate Education.

“Maternal Health Challenges in Kenya: What New Research Evidence Shows”

Video-conference with Nairobi, Kenya

GHI simulcasts a workshop in Nairobi and Washington, DC to discuss Kenya's maternal health challenges and identify solutions with policymakers, health workers, media, and donors.

*The Wilson Quarterly*

*The Wilson Quarterly* is an award-winning magazine of ideas and information. Its mission is to bring the latest thinking of scholars and other researchers to a broad national audience in order to enhance democratic debate. *The Wilson Quarterly* draws on the work of the Center's fellows, public-policy scholars, and staff as well as outside experts, and on Center seminars and conferences. Its circulation of some 50,000 is national in scope and evenly distributed across the country. *The Wilson Quarterly* is edited for a general audience; less than 15 percent of its readers are academics.

Most issues of *The Wilson Quarterly* are built around a “cluster” of articles exploring a subject from varied perspectives. A vital function of the magazine is to work intensively with scholars to make their specialized knowledge accessible to ordinary readers.

The Autumn 2010 cluster offered contrasting views on the proper goals of U.S. policy toward China. Other articles examined the doctrine of “actual innocence”

in death penalty cases; Mahatma Gandhi's unseen network of supporters; and the differing approaches by the U.S. and other countries toward long-term budget crises.

The Winter 2011 issue was led by three articles on the war on crime and the status of U.S. prisons. Other articles addressed the real causes of the Great Recession; Indonesia's embrace of both Islam and democracy; new scientific research on trees as an energy conservation tool; and the history of U.S. nation-building in the Balkans.

The Spring 2011 cover story considered the renaissance of U.S. cities, with articles on the role of industry in urban revivals, the future of sprawl, gentrification, and bringing commerce to inner cities. Other articles focused on the school lunch program; the threat posed by Venezuela's Hugo Chavez; and the decline of classical education in America.

The Summer 2011 issue featured four articles analyzing the roots and possible consequences of the Arab Spring. Other articles assessed the impact of WikiLeaks, the history of "spin" in the White House, and the work of government commissions.

Each issue of *The Wilson Quarterly* includes a book review section and the In Essence section, which distills significant articles from specialized journals in policy, law, history, foreign affairs, and other fields.

Future topics in *The Wilson Quarterly* include: the future of India, China's upcoming leadership transition, and other subjects flowing from the nine research themes that define the Center's agenda. With the transformation of this hard copy journal to a digital platform on a redesigned web site, and active blog and social media efforts, *The Wilson Quarterly* is reaching out to new audiences.

Outreach and Communications by Object Class  
FY 2011, FY 2012, and FY 2013  
(Dollars in Thousands)

<u>Object Class</u>	<u>FY 2011 Appropriation</u>	<u>FY 2012 Appropriation</u>	<u>FY 2013 Proposed</u>	<u>Difference between FY 2012 Appropriation and FY 2013 Proposed</u>
<u>Compensation and Benefits</u>				
Personnel - Compensation	\$918	\$975	\$1,005	\$30
Personnel - Benefits	256	286	284	(2)
Subtotal - Compensation and Benefits	<u>\$1,174</u>	<u>\$1,261</u>	<u>\$1,289</u>	<u>\$28</u>
<u>Other Expenses</u>				
Travel (transportation & subsistence of persons)	\$137	\$156	\$104	(52)
Transportation of things/postage	387	371	105	(266)
Printing/reproduction/photography/forms/publications	170	180	177	(3)
Advisory/assistance services/honorarium	119	78	68	(10)
Professional services	128	190	115	(75)
IT support & maintenance	15	4	13	9
Training	3	2	3	1
Outreach -advertising/marketing/public announcements	10	13	25	12
Subtotal - Non-Salary Expenses	<u>\$969</u>	<u>\$994</u>	<u>\$610</u>	<u>\$384</u>
Total	<u>\$2,143</u>	<u>\$2,255</u>	<u>\$1,899</u>	<u>\$356</u>

VII. BUILDING REQUIREMENTS  
(dollars in thousands)

<u>FY 2011 Appropriation</u>	<u>FY 2012 Appropriation</u>	<u>FY 2013 Proposed</u>	<u>Difference between FY 2012 Appropriation and FY 2013 Proposed</u>
\$137	\$200	\$145	(\$55)

The costs related to facility maintenance, renovation and operations are charged to this budget line. 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 for public events; 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 to install and/or relocate multimedia, IT and/or HVAC equipment; and provide new plaster, paint and carpeting in high traffic areas where the facilities have started to deteriorate after more than 10 years of occupancy.

Building Requirements by Object Class  
FY 2011, FY 2012, and FY 2013  
(Dollars in Thousands)

<u>Object Class</u>	<u>FY 2011 Appropriation</u>	<u>FY 2012 Appropriation</u>	<u>FY 2013 Proposed</u>	<u>Difference between FY 2012 Appropriation and FY2013 Proposed</u>
<u>Other Expenses</u>				
Operations and maintenance of facilities	\$137	\$200	\$145	(\$55)
Subtotal - Non-Salary Expense	\$137	\$200	\$145	(\$55)
Total	\$137	\$200	\$145	(\$55)

**APPENDICES**  
**CONSOLIDATED STATEMENTS, FY 2011, FY 2012, AND FY 2013**  
(Dollars in Thousands)

Wilson Center Total Budget for Non-Appropriated Funds Compared to Appropriated Funds

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

	<u>Non-Appropriated Funds</u>				<u>Appropriation</u>
	<u>Beginning Net Assets</u>	<u>Income &amp; Transfers</u>	<u>Expenses &amp; Transfers</u>	<u>Ending Net Assets</u>	
Total - All Activities					
FY 2011	\$77,245,000	\$18,787,000	\$24,204,000	\$71,828,000	\$11,203,000
FY 2012 (estimate)	\$71,828,000	\$20,784,000	\$26,378,000	\$66,234,000	\$10,987,000
FY 2013 (estimate)	\$66,234,000	\$17,783,000	\$22,164,000	\$61,853,000	\$10,492,000

Non-appropriated funding is derived from a wide range of grants, gifts, endowment income, and *The Wilson Quarterly's* subscription sales and advertising. Non-appropriated expenses represent the financial activity entailed in the execution of the programs and projects restricted purpose funding, along with indirect support for a proportional share of the Wilson Center's overall administrative budget and outreach activities. The FY 2012 and FY 2013 estimated budget data for non-appropriated fund 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 funds, a ratio of about 70% to 30% respectively (FY 2013 displays the proposed budget request).

Wilson Center Funding for General Administration, Operations, and Outreach  
Compared to Federal Appropriation for General Administration, Smithsonian Fee,  
Building Requirements and Outreach

General Center & Outreach	Non-Appropriated Funds				<u>Appropriation</u>
	<u>Beginning Net Assets</u>	<u>Income &amp; Transfers</u>	<u>Expenses &amp; Transfers</u>	<u>Ending Net Assets</u>	
FY 2011	\$62,738,000	\$7,900,000	\$8,190,000	\$62,448,000	\$5,316,000
FY 2012 (estimate)	\$62,448,000	\$10,473,000	\$14,720,000	\$58,201,000	\$5,256,000
FY 2013 (estimate)	\$58,201,000	\$10,407,000	\$14,723,000	\$53,885,000	\$4,877,000

General Center non-appropriated funds are obtained from gifts, endowment income, overhead recovery on restricted program and project activities and to a lesser extent publication royalties and interest income. Expenses consist of the personnel cost for a majority of administrative staff, reimbursement to the Smithsonian Institution (SI) for certain administrative services provided by SI, other administrative expenses (including insurance, endowment management, banking fees, and SmartBenefits for participating non-federal employees using mass transit to commute to work), and staff and related expenses of the Development Office and Outreach and Communications Office including *The Wilson Quarterly*.

Reflected in the beginning FY 2011 net assets balance of \$62.738 million is the remainder of the 30 years of contributed building facilities for the 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 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 funding for personnel and operations for the Wilson Center Press, Public Affairs, and *The Wilson Quarterly*.

Non-Appropriated Program and Project Funding Compared to Appropriated Fellowship, Public Service, and Scholarship Administration & Services

Programs, Projects, Fellowships & Scholarships	<u>Non-Appropriated Funds</u>				<u>Appropriation</u>
	<u>Beginning Net Assets</u>	<u>Income &amp; Transfers</u>	<u>Expenses &amp; Transfers</u>	<u>Ending Net Assets</u>	
FY 2011	\$14,507,000	\$ 10,887,000	\$ 16,014,000	\$9,380,000	\$5,887,000
FY 2012 (estimate)	\$9,380,000	\$ 10,310,000	\$ 11,658,000	\$8,032,000	\$5,731,000
FY 2013 (estimate)	\$8,032,000	\$ 7,375,000	\$ 7,441,000	\$7,966,000	\$5,615,000

The Woodrow Wilson International Center for Scholars currently has three major program areas: Regional Studies, Transnational Issues, and the United States Role in the World. These main areas of studies have several programs and projects within them, each of which are highlighted in the narrative below.

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 which 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 18 – 24 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 administration costs and scholar support services funding.

## **REGIONAL STUDIES**

### **Africa Program and Leadership and Building State Capacity Project**

The Africa Program and Leadership Project are predicated on the belief that Africa and Africa-related issues are important to the United States and provide important experiences and models for the rest of the world. Economically, the United States is drawing an ever-increasing share of oil imports from Africa. The vast African market holds important economic potential for American trade, commerce and industry. Moreover, it is clear in today's world that American national security interests are impacted by conditions and developments well beyond our shores. Failed and failing states provide fertile ground for the spread of international organized crime and make far more difficult the international cooperation required to address such challenges as the proliferation of weapons of mass destruction, terrorist activity, trafficking in arms, drugs, and human beings, the spread of AIDS and other diseases, and environmental degradation. International contributions to the resolution of African conflicts and to the continent's democratization and economic growth serve the interests not only of Africa but of the entire globe. The United States needs to understand this imperative and its policy makers remain well informed and engaged on African developments and African thinking.

The Africa Program and Leadership Project have several program categories that try to respond to the needs of policymakers and the public for greater knowledge about and understanding of African developments and to understand fragile states emerging from conflict and their challenges. These include a series of "working groups" and country consultations on specific countries or issues, in closed forums that bring together key policy players and opinion leaders to look at policy options. Also, the Africa Program and Leadership Project sponsor regular public policy forums, bringing together Africans, African and conflict and peace building experts and scholars, policymakers from all levels, and civil society practitioners to address issues relating to U.S./African interests and to managing conflict in emerging democracies. The African focus is on current conflict zones, such as Sudan, the Eastern Democratic Republic of Congo, the Niger Delta of Nigeria or Kenya, and on overarching policy issues such as trade, development, drug trafficking and regional economic integration. In the Leadership Project, we seek to stimulate analysis and discussion of ways to achieve more effective and holistic strategies for peace building and strengthening state capacity. In all of these activities, we work in concert, and often co-sponsor events, with other NGOs, international, community and U.S. government agencies.

The Africa Program and Leadership Project also publish a series of papers and reports designed to highlight timely issues in Africa policy and provide expert analyses.

The Africa Program and Leadership Project organized numerous events in FY 2011. Some of the Africa Program events include: Africa 53 Countries One

Union; The New Challenges; Africa and China; What's at Stake; a look at Development, Economic and Business Issues; U.S. Policy toward Africa 2011; Implications of Current Events: Address by Secretary of State for Africa Johnny Carson; U.S. Government Support for Free and Transportation Elections in the DRC; and Union to Union, How are Europe and Africa getting along? The Leadership project held events such as A Lens into Liberia: Experiences from IRP Gatekeepers; Civilian Response Corps: Stories from the Field, Multi-Track Diplomacy in the 21st Century; and Webs of Conflict and Pathways to Peace in the Horn of Africa: Towards a Regional Strategy.

All these topics are crosscutting and where applicable there will be collaboration with the other programs at the Center. These topics are only a snapshot; we plan on developing further events in FY 2012 and FY 2013 that will align with other themes such as Terrorism and Nonproliferation (the rise of terrorists group such as AQIM in the Maghreb and Boko Haram in Nigeria) as well as transitional Crime in West 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; and a grant from the Sasakawa Peace Foundation to support programming, publications, and visiting scholars from Japan. These funds make possible seminars, workshops, conferences, and Capitol Hill briefings that focus not only on bilateral and multilateral relations, but also on developments within Asia that are of importance to American taxpayers. 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. These monies also enable the Asia Program to fund a visiting scholar from Pakistan each year for a 9-month stay at the Center; an Australian scholar for a 2-4 month residency; and one or two scholars from Japan each year for 2-4 month appointments.

The Asia Program continues the emphasis it has given since September 11th to political Islam in Southeast, South, and Central Asia. Asia Program events over the past year have looked at political and military developments in Afghanistan; the terrorist group Lashkar-e-Taibi; security, economic, and political issues in Pakistan; the U.S. aid program in Pakistan; democracy and the Pakistani media; and the continuing impact of Pakistan's 1971 civil war. The Program also published a substantial monograph on Pakistan's demographic opportunities and challenges. Other Asia Program events over the past year have explored topics as varied as economic ties between China and Taiwan; doing business in India,

a primer for U.S. businesses; maritime rivalries in the South China Sea; India's low carbon growth challenge; competing national identities in China and Russia; a comparison of the Australian, Japanese, Indian, and U.S. responses to the 2008 financial meltdown; the continuing North Korean challenge; the U.S. aid program in the Philippines' Muslim south; and the role of religion in today's China. Other Asia Program publications in the past year looked at China and the Persian Gulf (a collaboration of the Asia Program, the Kissinger Institute on China and the United States, and the Middle East Program); U.S.-Japan economic partnership; security challenges facing India; and migration and Chinese transnational communities.

In the months ahead, the Program plans a number of activities centered around the general topic of rising powers and regional orders. Activities under this rubric will include evolving Indian-Japanese ties, and changing views in Japan regarding its "pacifist" constitution. Other planned activities will explore the interconnections of climate change, natural resource scarcity, and their impact on U.S. and Asian national security, with separate programs (both co-sponsored with the Center's Environmental Change and Security Program) on Bangladesh and Asian water wars. Finally, the Asia Program plans to publish a working group report and recommendations on the U.S. civilian assistance program to Pakistan, the result of a 9-month study organized by the Asia Program and carried out by a 19-member working group.

### **Canada Institute**

The Canada Institute's mission is to increase awareness and knowledge about Canada and Canada-U.S. issues among U.S. policymakers and opinion leaders. In its programs, seminars, and publications, the Canada Institute promotes dialogue in three areas: energy and the environment, trade and economic issues; and border and related security 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 the private sector through fund-raising dinners in Canada, which are organized with the Center's Development Office (the most recent fund-raising dinner was held in Montreal in October 2011). In the past, some of these dinner-related funds were used to set up an endowment that supports 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. Remaining income includes an annual grant from the Canadian Embassy in Washington, D.C., that supports specific programs and publications; a grant from the Quebec government that supports a junior scholar, programming, and some travel; and several smaller private donations from corporate and individual members of the Canada Institute Advisory Board; and one-time corporate sponsorship of specific Canada Institute programs.

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 copyright law, non-tariff trade barriers, the impact of "Buy American" and "Buy Canadian" protectionist provisions in both countries, and U.S. and Canadian regulation of offshore oil drilling.

The Canada Institute's recent programming highlights include discussions on Northern Border crime and terror networks, the implications of the May 2, 2011 Canadian federal election on Canada-U.S. relations, a forum with Canada's Minister of Finance Jim Flaherty on responsible fiscal policy, and a program on the future of Canada-U.S. border preclearance programs.

The Wilson Center recently narrowed its programming scope to three broad thematic topic areas in an effort to encourage cooperation among Wilson Center programs. The Canada Institute's FY 2012 and FY 2013 programming will adhere to the Center's new topical areas and focus particularly on energy security, innovation, and global sustainability and development.

Specific programming planned for FY 2012 and FY 2013 include an examination of the progress of the Regulatory Cooperation Council, Arctic environmental cooperation, Canada-U.S. offshore oil drilling prospects and challenges, an assessment of pipeline safety in North America, and responsible water use in North American oil and gas development.

## **European Program**

The Center's European Studies (ES) program addresses vital issues affecting the United States' relations with Europe through scholars-in-residence, seminars, international conferences and publications. These programmatic activities cover topics ranging from European energy security to the role of the European Union and NATO, from transitions from autocracy to counter-terrorism, climate change and the development of civil society. The program also investigates comparatively European approaches to policy issues of importance to the United States, including relations with Russia, the rise of China and India, conflicts and revolutions in South Asia and the Middle East, migration, and global governance. The program has had a special focus on furthering historical and contemporary understanding of Southeast Europe and the former communist countries of Eastern Europe.

European Studies receives the vast majority of its non-appropriated funds from Title VIII, 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), which is administered by the Department of State. The Title VIII grant supports residential research stipends for American specialists on the countries of Eastern Europe. Fellows are selected through national, peer-reviewed competitions. ES organizes various events, most of which are open to the public. These events include presentations by ES scholars and other specialists, some from Eastern Europe,

concentrating on the political and economic transitions in Eastern Europe and security issues relevant to U.S. policy, especially NATO and EU expansion, Bosnia and Herzegovina, Kosovo, and Macedonia. ES organizes research projects and conferences on policy-relevant issues such as the recent “Innovative Strategies for European Integration in the Western Balkans,” which aims at building international cooperation on bringing the Western Balkans into Euro-Atlantic institutions. The Title VIII grant also funds travel for speakers, publishing expenses, some office and salary expenses and supports the Junior Scholars’ Training Seminar (now in its 22nd year) which is cosponsored by the National Council for Eurasian and East European Research. This annual seminar brings together American graduate students and recent MA and PhD recipients, chosen through a national competition, to discuss their work and the state of their field of study with senior scholars.

Programming on Southeast Europe promotes scholarly research and informed debate about the full range of U.S. political, commercial, and security issues and interests in the eastern Mediterranean, southern Balkan, and adjacent regions. The Southeast Europe research and public affairs activities focus on regional and functional issues centered on Greece, Turkey, Cyprus, and Bulgaria, with particular attention to European Union enlargement and NATO expansion and realignment in the geopolitical landscape of the 21st century. This Programming helps strengthen the efforts of individuals, institutions, and governments working to fulfill the vision of a Southeast Europe that is fully and genuinely free, democratic and secure.

To further understanding of the complex issues surrounding European energy security, European Studies recently launched the European Energy Security Initiative (EESI). While much of the existing reporting on European energy dynamics comes from an economic or geopolitical perspective, EESI will bring scholarly experts, policymakers, and industry representatives into the mix to provide a more complete picture. EESI hosts a monthly series of events, the European Energy Security Forum, host research fellows, and publish a comprehensive annual report, to be titled, Europe’s Energy Future, aimed at U.S. policymakers.

FY 2011 activities included the 2010 Ion Ratiu Democracy workshop on “Democracy : New Tools for the Struggle,” with Russian democracy activist Oleg Kozlovzky (sponsored by the Ratiu Family Foundation); the 2011 Junior Scholar Training Program (cosponsored with the National Council for Eurasian and East European Research), as well as events featuring energy experts, including Ambassador Richard Morningstar and Ambassador Richard Goldwyn. ES has also held several meetings of a Working Group on the Western Balkans, sponsored by the European Union Delegation in Washington.

Planned FY 2012 activities include the 2011 Ratiu Democracy Award Symposium with Bahraini democracy activist Nabeel Rajab; two meetings of the EU Delegation Working Group on the Western Balkans and the 2012 East

European Studies Junior Scholar Training Program, as well as a public lecture series on energy security, migration and global power shifts.

### **Kissinger Institute on China and the United States**

The Kissinger Institute on China and the United States was launched in July 2008 dedicated to Dr. Henry A. Kissinger's vision of the importance of the U.S.-China bilateral relationship. Its mission is to enhance understanding in both countries of issues in the bilateral relationship, consistent with President Obama's affirmation that the relationship between the United States and China will shape the 21<sup>st</sup> century, making it as important as any bilateral relationship in the world.

The Kissinger Institute is currently staffed by a Director, Deputy Director, and Program Assistant. Its ability to expand its programs and staff has been constrained by the difficulty of securing private-sector funding.

In recognition of the growing importance of the economic ties between the United States and China, the Institute in conjunction with the Asia Society's Center on U.S.-China Relations launched a groundbreaking report in May 2011 by Daniel H. Rosen and Thilo Hanemann of the Rhodium Group. This special report was undertaken to help shape an American response to inbound Chinese direct investment flows in order to maximize the potential benefits for the United States while appropriately addressing national security concerns. Gary Locke, former Secretary of Commerce and presently U.S. Ambassador to China, provided the keynote address.

In June, the Institute co-sponsored a follow-on debate on Chinese foreign direct investment and whether it poses a threat to the United States. The debate, which featured Daniel H. Rosen of the Rhodium Group and Derek Scissors of the Heritage Foundation, had over 150 in attendance and was broadcasted live on C-SPAN. The co-sponsor was Asia Society in Washington, D.C.

In addition to public events, the Kissinger Institute also organizes closed-door discussions with delegations from the PRC. In May 2011 the Institute hosted a 10-member delegation from the Central Party School of China to discuss China's local legislative reforms and the role of the United States Congress in addressing foreign policy and economic challenges. In July 2011, the Institute hosted a 15-member delegation from the Chinese Academy of Social Sciences to exchange views on the American political system and current state of the U.S.-China relationship.

The Institute kicked off FY 2012 with three October programs. We launched Harvard professor Ezra Vogel's much-anticipated biography of Deng Xiaoping, *Deng Xiaoping and the Transformation of China* (Harvard Press). Next we brought together over 20 scholars from both the PRC and the United States to examine religion in the context of China's current social transformation. Finally, we hosted a roundtable with a delegation of Chinese scholars on ways to

promote mutual strategic trust between our two countries. In November, with Ford Foundation support, the Institute co-sponsored a major symposium on U.S.-China comparative governance issues, specifically risk management. The focus was how the two governments understand and recognize risks in the international arena: economic and financial, environmental, and newly-emerging scientific risks. The Chinese co-sponsor is the Counselors' Office of the PRC State Council (cabinet). This was the third in a series of meetings, with the first symposium held at the Wilson Center in October, 2009, and the second in south China in January, 2010. In FY 2012 we held the fourth in our series of symposia on governance issues with the Counselors' Office. Regarding relevance to the Center's thematic areas, all of these programs address aspects, domestic and international, of China as a rising power.

### **Kennan Institute**

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, research assistance for those scholars, stipends for short-term scholars, editorial support to update materials to the Kennan Institute website, and the cost of travel for seminar and noon discussion speakers. Each year funding brings approximately 12-15 American scholars from around the nation to Washington, D.C. for one- to nine-month periods. The Kennan Institute also hosts approximately 70 to 90 public meetings, conferences, and working group sessions per year and provides a wide range of news digests, meeting reports, and paper-length publications to the public free of charge.

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 10 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 attracts corporate contributions through an annual fundraising dinner with the guidance of its Kennan Council. The Council is a private-sector advisory board that is 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 derives additional funding from income generated by its endowment, which supports conferences, office operations in Moscow and Kyiv, and general office expenses and salary support in Washington, D.C.

The Kennan Institute is participating in a three-year project funded by the National Science Foundation that seeks to increase understanding of the Eurasian migration system and explore how migration patterns reflect social structures, cultural competencies, and economic motivations in post-Soviet states. During FY 2012, the Kennan Institute will also support several other multi-year projects focusing on: Migration and the Challenges of Diversity, Urbanization, Rule of Law, Modernization, Central Asian Development, and Culture as a Form of Civil Expression in Quasi-Authoritarian Regimes.

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

### **Latin American Program**

(including the Mexico Institute and 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; the consolidation of democratic governance in the hemisphere; citizen security and organized crime; the alleviation of poverty and inequality; and trade policy. In addition, 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 creation of separate institutes for each country.

Projects devoted to democratic governance, social policy, trade, citizen security, organized crime, and U.S.-Latin American relations 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 Woodrow Wilson Center, including briefings for

Congressional staff. Examples of conferences held in the past year with non-appropriated and appropriated funds were: Latin America's Development and Social Agenda; Taxation and Equality in Latin America; A Conversation with His Excellency Ricardo Martinelli, President of the Republic of Panama; Peru's Elections: A Report from the Field; A Forum on President Obama's Trip to Latin America; Obama Administration Relations with Central America: A Conversation with Seven U.S. Ambassadors; and Organized Crime in Central America.

Current and future projects include research and programming on organized crime in Central America and the Caribbean; improving citizen security throughout the hemisphere; changing patterns of Latin America's insertion in the global economy, with a focus on Asia; adaptation to climate change in Latin America and the Caribbean (with the Brazil Institute); immigration policy (with the Mexico Institute); and U.S.-Colombian relations.

The Brazil Institute 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.

FY 2011 programming conducted by the Brazil Institute included: a Brazilian congressional study mission on innovation in which 18 members of the Brazilian legislature participated; a conference on the rule of law in Brazil and the United States featuring the Chief Justice of the U.S. Supreme Court and the President of the Brazilian Supreme Court; seminars and conferences on energy, including U.S.-Brazil energy cooperation, the development of Brazil's pre-salt offshore reserves and Brazil-U.S. cooperation on renewable energy; and BRICS: Shaping the New Global Architecture.

In FY 2012-2013, 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. Planned activities include: the publication of bilingual reports based on the congressional study mission on innovation and on the rule of law in the Americas conference; a conference on innovation policies and the past 50 years of scientific research in Brazil; and continued work on the BRICs (Brazil, Russia, India, and China) and IBSA (India-Brazil-South Africa Dialogue Forum). In carrying out these activities, the Brazil Institute will continue to collaborate with other Center programs, including the Program on Innovation, the Project on America and the Global Economy, Asia Program, Africa Program, Kennan Institute, Kissinger Institute, Environmental Change and Security Project, Mexico Institute, and Latin American Program.

The Mexico Institute 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 2012-2013, the Mexico Institute will focus on five themes in security cooperation, economic integration, migration, border cooperation, and renewable energy, as well as on democratic governance in Mexico. The Institute will prepare major policy studies in each area, as well as an overall policy study of U.S.-Mexico relations. 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 target audiences.

Among specific efforts will be a series of publications on ways of improving binational efforts to address organized crime, many of these focused on Central and South America as well; a major task force on with the Migration Policy Institute on Migration and Economic Competitiveness in Mexico and Central America; and close collaboration with the Border Governors Conference and Border Legislative Conference on policy ideas for improving quality of life in the border region.

The Mexico Institute will collaborate with other Center programs on immigration issues, looking at potential ways beyond this divisive debate in the United States, and on citizen security, looking at ways of addressing transnational crime. It will also work actively with the Canada Institute and the Project on America and the Global Economy to assess the future of North America.

### **Middle East Program**

The Middle East Program deals with an area of the world which is of great importance to the United States due to its oil resources, strategic location, and as a region where many of the most difficult problems associated with modernization, democratization, and of Islamic radicalism are playing themselves out. The significance of the region for the United States and its allies is underlined by such critical issues as: the events surrounding the uprisings of 2011 in the Middle East and its effect on economic, political and social life in countries in the region, the increased use of social media, the role of youth, Palestinian-Israeli diplomacy, Iran's political and nuclear ambitions, the drawdown of American troops in Afghanistan and Iraq and their effect on the region, human rights violations, globalization, economic and political partnerships, and U.S. foreign policy in the region.

The Middle East Program will continue its series of meetings on the current administration's policies in the Middle East, covering the critical issues in the region. For example, in July 2011, the Program hosted a discussion entitled "Arab Spring or Arab Winter (or Both)? Implications for U.S. Policy" The Program also held a series of meetings on the uprisings and their ripple effect on the

region, covering Tunisia, Bahrain, Saudi Arabia, Egypt, Libya, Iraq, Lebanon, Syria, and Morocco.

As part of its ongoing series on Iran, the Middle East Program initiated a meeting series based on subjects covered in the recently released book *The Iran Primer: Power, Politics, and U.S. Policy*, co-published with the United States Institute of Peace.

Women continue to be an important force in the Middle East region for change in social, political, and economic spheres and are demanding expanded rights and access to decision-making positions. A younger generation is calling for access to employment, meaningful education and social freedoms. Of significant importance to the Middle East Program is women's increasing participation in the political and economic process. In March 2011, the Program hosted a discussion on "Women and Entrepreneurship: Perspectives from the Middle East and the United States" which brought together women entrepreneurs from both regions to share their experiences and best practices. In June 2011, the Middle East Program, in partnership with the American Islamic Congress, hosted a meeting with three women activists via Skype from Egypt to discuss women's rights in that country following the transition to democracy underway.

In FY 2012 the Middle East Program plans to concentrate on the role that Islamic, moderate, and pro-democracy groups and parties in the region will play in the democratization movement. A number of electronic and print publications are planned addressing these and other topical and regional issues: *Saudi Arabia in the Shadow of the Arab Revolt* and a print publication of the proceedings of "Iran: Turmoil at Home, Assertiveness Abroad?"

The Middle East Program has several key objectives for FY 2012 and FY 2013. The Program intends to expand its overall programming in response to the dramatic changes currently taking place in the region and with an eye on the Wilson Center's new focus on cross-cutting issues and collaborative programming, both within and outside the Center. In light of such transformation in the region, the Middle East Program plans to keep abreast of regional developments in the transition to democracy, to look ahead to emerging trends and potential problem areas, to serve the Washington community through lectures, seminars and discussion groups, and to remain at the forefront of Washington area research centers dealing with the Middle East.

The Program is planning the following activities for 2012-2013: a series of meetings on the upcoming parliamentary and presidential elections in Tunisia and Egypt; continuation of its series on Iran focusing on Iran's nuclear program, its parliamentary (2012) and presidential (2013) elections, the rise of the Revolutionary Guards as an economic and political force, and the violation of human rights and women's rights; convening meetings with other programs at the Center to compare democratic reform efforts in the Middle East with those that took place successfully in Latin America and the former East European Nations; following the transition in Libya, Syria, and Yemen; a series of meetings

on the role of social media in promoting change and democracy in the region; continuing its focus on the role of women in the region and monitor closely whether the Arab Spring has led to marginalization of women; focusing on whether the United States has to find a new role for itself given the major changes that are taking place in the region; and convening meetings on the relations between Israel and the Arab world in light of the Arab Spring.

The Program plans to collaborate internally with the Center's Global Energy Initiative on programming dealing with the region's oil-producing states. As in the past, the Middle East Program will continue its collaborative efforts with the Center's International Security Studies on terrorism programming.

The Program will also work closely with such outside partners as the Iraq Foundation and the American Islamic Congress on programming and workshops in the region addressing the needs of Middle Eastern women for rights, equality and opportunity. Finally, 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 U.S. – journalists, policymakers, academics, and analysts.

## **TRANSNATIONAL ISSUES**

### **Environmental Change and Security Program**

The Woodrow Wilson Center's 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 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.

ECSP will continue work on climate change, natural resources, and security connections, a featured topic under Jane Harman's Wilson Center leadership. ECSP will also continue to focus on demography and security as well as integrated development through health and conservation. Featured events include: "Digging Deeper: Water, Women, and Conflict;" "Climate Change, Human Security, and Migration," "Water Conflict and Cooperation," and "Climate Change and Migration." ECSP will also publish a series of essays on the conflict potential of addressing climate change. In 2012, ECSP will also host a day-long conference on Nigeria's population and health profile, environmental degradation, and governance issues in collaboration with the Center's Africa Program. This event is a follow-up to a similar event held on Yemen in 2011. Dr.

Babatunde Oostimehin, Executive Director of the UN Population Fund, will be the keynote speaker.

In 2012, ECSP, the Brazil Institute, and the Latin America Program will conduct a series of meetings climate adaptation in Latin America, with particular focus on food security, health, citizen security, and Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (REDD).

In all its activities ECSP will work closely with other Wilson Center Programs and in particular the Africa Program, Program on America and the Global Economy, the Asia Program, and Latin American Program.

ECSP also aims to expand the network of experts from diverse professional backgrounds, fostering new dialogue and comparative insights in its dual capacity as a neutral forum and an information clearinghouse. The Program publishes an annual journal, The Environmental Change and Security Program Report, as a tool for researchers, policymakers, and educators. The Report features articles by scholars and practitioners, summaries of meetings, and reviews of recent literature in the field. All copies of the publication are available at the Center's website.

### **History and Public Policy Program**

The History and Public Policy Program (HPPP) 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), which has become 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. Moving beyond the confines of the Cold War era and CWIHP's strongly empirical focus, HPPP serves as a crucial bridge 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.

HPPP seeks to integrate the insights of humanities scholars and social scientists with experienced public policy practitioners both inside and outside government in order 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. The Program also serves as a clearinghouse for the coordination and dissemination of 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. Activities include online documents databases on Chinese foreign policy and nuclear proliferation, as well as a North Korea International Documentation Project, which collects and publishes new sources on North Korea.

FY 2011 activities highlights included a May conference on Soviet Wartime Statutes, co-sponsored by the Central Intelligence Agency; a February 2011 workshop on newly declassified internal Chinese documents on Tibet; an international conference on PRC-North Korean relations and a May 2011 summer school on nuclear proliferation history.

FY 2012 activities included an October 2011 international conference on the Iran-Iraq War in the light of new Iraqi documentation (co-sponsored with the Conflict Records Research Center at the National Defense University and the Center's Middle East Program) and a conference on Sino-Korean relations that same month, organized in the framework of the ECNU-Wilson Center Cold War

Studies Initiative. The Program will also release its China Foreign Policy Documentation Database and its *Cold War International History Project Bulletin* No 17 as well as series of book and online publications.

### **International Security Studies Program**

The International Security Studies (ISS) Program addresses fundamental Wilsonian concerns about international order and American national interests through research, meetings, and publications. The Program emphasizes the use of history as a tool of policy analysis and favors comparative study across geographical and disciplinary boundaries. The Program is currently centered on four major topics: Terrorism and Homeland Security; Reforming Rogue, Outlaw and Pariah States; Ideas in American Foreign Policy; and Nonproliferation.

The Terrorism and Homeland Security Forum, cosponsored with Georgetown University's Center for Peace and Security Studies and the Council on Global Terrorism, stimulates informed discussion of the challenges to international order posed by terrorism in all its guises. Although the spotlight is on American national security, foreign policy, and homeland defense issues as they relate to terrorism and counterterrorism, the forum also considers the experiences of other states in these same areas.

Another area of focus for the Program is on the countries that are diplomatically isolated because of behavior that contravenes international norms. The Reforming Rogue, Outlaw, and Pariah States area of study explores how the general concepts of containment and engagement can be translated into specific strategies that induce the ruling regimes of these states to comply with international norms.

The Program sponsors a continuing series of meetings on key ideas and concepts that shape U.S. foreign policy. The sessions have focused on important issues facing U.S. policymakers, including the durability of American primacy after the Cold War, the prospects for a resumption of competition between the United States and other great powers, the impact of globalization on international order, and the challenge of building effective institutions in weak and "failed" states.

The fourth focus area of the Program is Nonproliferation. The Program cosponsors with the Los Alamos National Laboratory a monthly series on Nonproliferation which addresses a crucial foreign policy challenge: how to prevent the spread of weapons of mass destruction. The key areas of inquiry include: the interface between policy and technology; critical regional challenges, such as the Iranian and North Korean nuclear programs; the implications of the expansion of peaceful nuclear programs; the implications of the expansion of peaceful nuclear technology for proliferation and terrorism; and the role of international institutions and the nonproliferation treaty regime in forestalling proliferation. A FY 2012 expert workshop will focus on international reactions to the U.S. Nuclear Posture Review.

As with all the major topics being researched by the Program an emphasis is placed on remaining nonpartisan and using history as a tool of policy analysis and comparative study across geographical and disciplinary boundaries.

In FY 2012 and FY 2013, ISS will continue its programming in these four core areas. Two of the topics – nuclear nonproliferation and terrorism – are part of the Center's new Wilson 3.0 agenda. As part of this new center wide initiative, ISS will sponsor an expanded range of meetings in these areas in collaboration with the Center's other programs. For example, ISS will continue to focus on the Iranian and North Korean nuclear programs through joint programming with the Center's Middle East and Asia Programs.

### **Science and Technology Innovation Program**

The Science & Technology Innovation Program at the Wilson Center works to identify emerging technological and social issues with potential public policy impacts and to improve the capacity for long-term planning in the public sector. Recent and on-going projects include work to examine the public policy impacts and implications of advances in nanotechnology, synthetic biology, and geoengineering, as well as work to explore critical materials and social media applications during crises.

The Alfred P. Sloan foundation partnered with the Woodrow Wilson International Center for Scholars to create the Synthetic Biology Project with a three-year, 2.4 million dollar grant. Over the next three years the Synthetic biology Project will study public perceptions of synthetic biology, address the capability of the existing regulatory mechanisms to address emerging risks associated with synthetic biology, and investigate the social and ethical implications of the science and its applications. Additionally, this project focuses on the burgeoning Do-It-Yourself Biology community, improving safety and developing standards of ethical conduct.

The Science & Technology Innovation Program also received a two-year, 1.2 million dollar grant from the Alfred P. Sloan Foundation to improve public and private collaboration during and after natural or man-made disasters or crises. This project focuses on exploring the role of social and digital media in

crisis/disaster response, developing a research agenda, and disseminating “lessons learned” from past activities that can guide the volunteer and technology community through the manifold process of crisis response. One major goal is to explore policy issues raised by sharing data during crises, such as privacy and liability.

In May of 2011 the Science and Technology Innovation Program received a grant from the Lounsbery Foundation to launch the second iteration of the national budget game -- Budget Hero -- a computer game that allows the public to test and understand the effects of specific budget cuts or expenditures on the federal budget. The Wilson Center partnered with American Public Media to update the game with the most recent budget data from the Congressional Budget Office and other sources and to add new options, which reflect developments in the national debate on our fiscal policies. By the end of August, the game had been played over 135,000 times. A major rollout in 30,000 high schools across the country is planned for FY 2012.

### **Comparative Urban Studies Project**

The Comparative Urban Studies Project (CUSP) uses a multidisciplinary and comparative framework to promote greater awareness and understanding of sustainable urban development worldwide. CUSP has been instrumental in bringing together broad networks of urban scholars, practitioners, community leaders and policymakers to identify comprehensive urban policies that harness the energy of urban growth as a positive force for human development to create equitable and peaceful cities.

A full-time project associate and a part-time project associate were funded in FY 2011 by private foundation grants from the Fetzer Institute and the Merage Foundation for the American Dream, and by the USAID Urban Programs Team and Boise State University. These staff members work to make possible a range of seminars, workshops and conferences devoted to contemporary urban studies. Research findings are disseminated to a broad international audience in policy briefs, occasional papers and conference reports available in print and on the web.

In FY 2011 CUSP hosted or co-hosted 9 events at the Woodrow Wilson Center on topics ranging from metropolitan governance, immigration, post-disaster and conflict community building, and improving access to urban infrastructure and basic services. Each event fostered a substantive discussion about the challenges of urbanization, identifying policies and practices to manage rapid urban growth. The third and final meeting in a series co-sponsored with the Fetzer Institute brought together over 20 experts from around the world to participate in a conference titled, “Retrieving the Wisdom of Those in Need: Community Healing and Engagement in Times of Disaster.” FY 2011 also saw the second publication from this series, “Our Shared Future: Environmental Pathways to Peace.”

In May 2011, CUSP collaborated with Boise State University to organize a workshop on “Participatory Governance and Decentralization: A Comparative Study of Programs and Outcomes.” The workshop brought together leading scholars and practitioners to assess how participatory governance institutions affect diverse social, institutional, and policymaking environments. A publication summarizing proceedings from this conference was disseminated in September 2011.

Major projects planned for FY 2012 and FY 2013 are:

*Policy Workshop: Reducing Urban Poverty* – In collaboration with USAID’s Urban Programs Team, the International Housing Coalition, and the World Bank, CUSP will co-host a policy workshop to link young academics researching urban poverty in developing countries with senior policymakers working in similar fields. The goal is to cultivate advocates for urban development issues among a new generation of scholars, as well as to offer policymakers fresh insights from the innovative research that these students are undertaking.

### **Global Health Initiative**

By leveraging, building on and coordinating the Wilson Center’s strong regional and cross-cutting programming the Global Health Initiative brings practitioners, scientists, scholars, business leaders, and policymakers together to discuss maternal health, health in post-conflict and post-disaster settings, and health financing schemes. As one of the few forums dedicated to maternal health, the Woodrow Wilson Center’s 2009-2011 *Advancing Dialogue on Maternal Health* series brings together senior-level policymakers, academic researchers, media, and civil servants from the U.S. government and foreign consuls to identify challenges and discuss strategies for advancing the maternal health agenda.

In 2010, GHI hosted ten public meetings and two private dialogue events on neglected maternal health topics. These policy dialogues were frequently co-hosted with the Wilson Center’s Environmental Change and Security Program (ECSP), Comparative Urban Studies Project (CUSP), as well as the Africa and Asia Programs. GHI secured expert high-level panelists from ten foreign countries including: Bolivia, Chad, England, Ghana, India, Kenya, Nigeria, Pakistan, Scotland and South Africa. On average, the series had 90.7 participants per event and included representatives from the U.S. government and foreign consuls, multilateral development banks, civil society members, NGO organizations, and donor agencies such as: U.S. Agency for International Development (USAID), World Bank, CARE International, John Snow, Inc., Bill & Melinda Gates Foundation, Office of Representative John Conyers (D-MI), and the Embassy of South Africa. Over the course of the series, GHI witnessed increased participation and attracted new audience members from organizations not formerly present at maternal health events, such as the U.S. Department of Health and Human Services, U.S. Department of State, U.S. Department of Homeland Security, and U.S. Department of Commerce.

To promote greater voices from the field, the 2011 iteration of the series is partnering with the African Population and Health Research Center in Kenya to co-host a two-part dialogue series with local, regional, and national decision-makers on effective maternal health policies and programs. These in-country dialogue meetings will create a platform for field workers, policymakers, program managers, media, and donors to share research, disseminate lessons learned, and address concerns related to policy, institutional, and organizational capacity building.

Dialogue meetings in-country work to bring together local, regional, and national decision-makers on effective maternal health policies and programs through expanding dialogue and disseminating information on maternal health's multiple links to a variety of other critical issues such as urbanization. The first workshop took place on July 12-13, 2011, and three Members of Kenya's Parliament participated in the discussion including: Hon. Sofia Abdi, Parliamentary Health Committee Member, Hon. Ekwee Ethuro, Chair of the Parliamentary Network for Population and Development, and Hon. Jackson Kiptanui.

Funding for this project doubled in 2011 with donors (Maternal Health Task Force) requesting permission to include this partnership as part of their 3-year strategic plan (FY 2012-2015). During FY 2012 and FY 2013 the Global Health Initiative will continue to collaborate with other Wilson Center programs such as ECSP, CUSP, and the Africa and Asia programs to build synergies across the nine thematic issues in particular urbanization and migration.

The 2010-2011 *Advancing Policy Dialogue to Improve Maternal Health* dialogue series highlighted the growing concern of maternal health needs among urban populations. Health care services in many urban areas have not kept pace with rapid population growth, and despite their relative proximity to services compared to rural areas, women living in the resulting slums do not necessarily have access to higher quality maternal health care. Monitoring the health needs of urban slums is a serious challenge and these marginalized populations often fall through the cracks as they receive little attention from researchers, donors, NGOs, and governments. The FY 2012 and FY 2013 programming will reflect this new reality of urbanization and will continue to stand at the forefront of dialogue and research on such critical urban challenges.

## **UNITED STATES ROLE IN THE WORLD**

### **Program on America and the Global Economy**

The Program on America and the Global Economy (PAGE) receives non-appropriated funds from foundations and other non-governmental organizations. PAGE has grown from its initial focus on the impact of globalization on key economies and the long-term future of the American economy to include an emphasis on manufacturing, education and innovation, including the impact of science and technology policy on U.S. economic competitiveness and the achievement of international goals of sustainable growth,

global health, and energy security. PAGE also has the responsibility of directing the activities of *Wilson Center on the Hill* (WCOH).

Innovation remained a key part of PAGE's FY 2011 activities. Throughout FY 2011, PAGE continued to host monthly innovation group meetings on science, technology, and innovation policy and long-term U.S. competitiveness. These meetings have featured speakers from the executive branch, academia, the Congress, OECD, industry, and others. In FY 2012 and FY 2013, PAGE will collaborate with the Howard H. Baker Jr. Center for Public Policy of the University of Tennessee, Knoxville and the European Union to host high-level conferences and seminars on Science, Technology, and Sustainable Economic Growth. In 2011 and 2012, PAGE plans to host a series of meetings on the interaction of entrepreneurship and innovation.

PAGE continued to work on different aspects of globalization, focusing on the global financial crisis and its worldwide as well as domestic impact. Looking ahead to FY 2012 and FY 2013 PAGE will focus on the international coordination of separate, national financial regulatory reforms.

In FY 2011, PAGE also continued its work from previous years on the Doha Round, bilateral trade agreements, and other trade-related questions, often in cooperation with one of the Center's regional programs. PAGE is seeking foundation support to explore U.S. trade policy options in FY 2012 and FY 2013 to focus the effort to forge a Trans-Pacific Partnership and the likely issues for post-Doha trade negotiations. PAGE will also seek support to assess the potential impact of a possible United States shift from deficit to balance and perhaps eventual surplus in the U.S. current account.

PAGE also continued to explore education policy in FY 2011. Working closely with the Albert Einstein Distinguished Educator Fellows, outstanding K-12 math and science teachers selected for a fellowship in an Executive Branch agency or in a congressional office, PAGE focused on improving STEM (science, technology, engineering, and mathematics) education in America. In FY 2012 PAGE intends to examine the elements in reauthorizing the ESEA and the funding of the recently renewed America Competes Act.

PAGE is seeking non-appropriated funding to continue its work examining the contributions of the business community, the role of other key partners in education, the changing role of the community college, and of the best models of mathematics and science education for K-12 students in the school and pre-teachers in the universities. In FY 2012 and FY 2013, PAGE also plans to continue to focus on the wide variety of efforts at reforming the school systems in the District of Columbia and in post-Katrina New Orleans.

### **United States Studies**

The United States Studies (USS) Program organized 22 events in 2010-11, addressing domestic and transnational issues from both contemporary and historical perspectives.

USS sponsored a conference in March 2011 that convened academics and policy-makers to examine current challenges to the American food system. Twenty experts appeared on panels throughout the day, including keynoters Katherine Clancy of the Johns Hopkins University Center for a Livable Future and Fredrick Kirschenmann of Iowa State University. The conference and resulting publication were supported by federal conference funds and a grant from the Chesapeake Bay Trust.

USS used a combination of private grants and federal conference funds to hold a day-long conference on “Temporary Migrant Careworker Programs in Canada and the European Union: Models for the US?” The conference, held in May 2011, examined the increased demand for home caregivers in Europe and North America and explored ways in which immigration policies could be adapted to meet this demand. A conference publication, including contributions from conference participants, is forthcoming.

USS collaborated with several external organizations throughout the year to plan panels and conferences. The Institute for Women’s Policy Research co-sponsored two report releases, one on resources and strategies for working with Latina women, the other on ending sexual harassment in the workplace. The National Women’s History Museum partnered with USS for an April 8 lecture called “Women’s Rights, Family Values, and the Polarization of American Politics” by Wilson Center fellow and University of South Carolina historian Marjorie Spruill. The event included remarks by Congresswoman Carolyn Maloney of New York. On May 16, USS partnered with the International Labor Organization to release a report on workplace discrimination around the globe.

Additional USS programs in FY 2011 included a March 29 panel discussion on “Women and Entrepreneurship: Perspectives from the Middle East and the United States,” co-sponsored with the Center’s Middle East Program; and a February 22 panel on “Rethinking Retirement: The Past and Future of Social Security.”

USS also organized a number of book launches and book discussions as well as several panel discussions of current issues, all carried out at no cost, or, in the case of book events, with expenses born by the relevant publishers. Among these was an October 28 discussion of a new collection of letters by Daniel Patrick Moynihan, entitled *Daniel Patrick Moynihan: A Portrait in Letters of an American Visionary*, and edited by Steven Wiseman.

Plans for FY 2012 include an eight-part year-long lecture series on the past, present, and future of women’s history, co-sponsored with the National Women’s History Museum; a conference on “Re-Strengthening Global Sisterhood: Emerging Women’s Issues for a New Global Agenda” in October with the Foundation for European Progressive Studies; a panel discussion of views of US culture and society in the Chinese media, co-sponsored with the US-China Education Trust, also in October; and a day-long conference on the military’s

incorporation of cultural and social strategies (in partnership with the Curb Foundation, Vanderbilt University).

A Congress Project within U.S. Studies was established in 1999 at the Wilson Center for the purpose of bringing together current and former Members of Congress and senior staff from both parties, Administration officials, journalists, and congressional scholars, to engage in an ongoing public dialogue on the politics, processes, and policy challenges to our representative democracy and their implications for the future. The Congress programming operates on a modest annual budget and also receives some support from federal conference funds for the expenses of the four to five seminars a year. The remainder of the annual budget is taken from unrestricted non-appropriated monies for the salary and benefits of the Project director.

The Congress Project reaches out to a broad audience both in the Washington area and around the world. Its seminars are open to the public and often carried by C-SPAN. The seminars draw a mix of congressional staff, executive branch personnel, political scientists and historians, embassy representatives, the media, and the general public. The materials from each seminar are available on the website for students, Congress, interested citizens, and persons from around the world interested in learning more about how the Congress operates. The Congress Project also collaborates with other organizations such as the Executive Council on Diplomacy, the National Press Foundation, the John C. Stennis Center for Public Service, the Congressional Black Caucus Foundation, and the American Political Science Association's Congressional Fellows Program in providing special briefings and programs of interest to diplomats, journalists, and congressional staff members.

In Fiscal Year 2011 the Congress Project completed a two year series on the broad theme, "Policymaking, the Media, and Public Opinion." The series explored how public sentiments and media coverage of political Washington help shape the public policy agenda on the Hill and in the Administration. As always the series drew on the expertise of current and former Members of Congress, congressional scholars, and journalists who cover Capitol Hill.

The FY 2011 Conferences:

"The Role of Minority Parties in Congress," on Nov. 15, 2010;

"Is Senate Reform an Oxymoron," on March 4, 2011;

"Congress and the Education Deficit," on Jan. 24, 2011; and

"Congress, the U.N. and the War Power: From Korea to Libya," on May 16, 2011.

### **Wilson Center on the Hill Initiative**

The *Wilson Center on the Hill* (WCOH) program was launched on June 3, 2008. By providing a neutral, scholarly forum for discussion, *Wilson Center on the Hill* allows Members of Congress and their staff to learn about and discuss critical issues without the distraction of partisan agendas. Drawing on the strengths of the Wilson Center, as well as outside specialists, the program hosts a series of

discussion sessions on Capitol Hill and arranges study trips for Members and senior congressional staffers.

Funded by a generous grant from the William and Flora Hewlett Foundation, WCOH is focused on international trade, sustainable development, and how the broader forces of globalization affect the developing world. The WCOH program is giving the Wilson Center an opportunity to highlight many of its programs for a key audience of senior staff on Capitol Hill. WCOH operates under the aegis of the Program on America and the Global Economy. Over the past three years and in some 75 meetings, WCOH has covered a wide variety of specific subjects.

The 112<sup>th</sup> Congress faces an enormous array of challenges. Issues such as national security, education, financial regulation, development policy, among others, are likely to be covered in the next session of Congress. Leveraging the depth and breadth of scholars and thinkers working in the Woodrow Wilson International Center's more than twenty programs, *Wilson Center on the Hill* is prepared to do a series of meetings on the Hill on these and other questions.

WCOH activities lead to the development of the Congressional Foreign Policy Institute at the Wilson Center. It was created in 2011 and draws upon the expertise of the Center's scholars. The Institute seeks to broaden and deepen the knowledge base of foreign policy staff who advise Members on a regular basis; foster a more collaborative, nonpartisan approach to formulating foreign policy; and promote leadership among a cadre of key staff as a means to improving Congress' overall effectiveness in foreign policy. Two sessions will be held per year, offering a bipartisan group of competitively selected current senior congressional staff an intensive educational and leadership experience culminating in a study trip.

**ENDOWMENT PRINCIPAL FY 2011**  
(Dollars in Thousands)  
Based on Market Value

GENERAL CENTER

Carried Forward From FY 2010 .....	\$19,363
Change in Value During FY 2011 .....	(\$1,090)
Balance End of FY 2011 .....	\$18,275

KENNAN INSTITUTE

Carried Forward From FY 2010 .....	\$6,283
Change in Value During FY 2011 .....	(\$381)
Balance End of FY 2011 .....	\$5,902

LATIN AMERICAN PROGRAM

Carried Forward From FY 2010.....	\$1,043
Change in Value During FY 2011.....	(\$63)
Balance End of FY 2011.....	\$980

ASIA PROGRAM

Carried Forward From FY 2010 .....	\$3,057
Change in Value During FY 2011 .....	(\$186)
Balance End of FY 2011 .....	\$2,871

EAST EUROPEAN STUDIES

Carried Forward From FY 2010 .....	\$35
Change in Value During FY 2011 .....	(\$1)
Balance End of FY 2011 .....	\$34

WEST EUROPEAN STUDIES

Carried Forward From FY 2010 .....	\$52
Change in Value During FY 2011 .....	\$3
Balance End of FY 2011 .....	\$49

CANADA INSTITUTE

Carried Forward From FY 2010 .....	\$638
Change in Value During FY 2011 .....	(\$118)
Balance End of FY 2011 .....	\$520

**ENDOWMENT PRINCIPAL FY 2012**  
(Dollars in Thousands)  
Based on Market Value

GENERAL CENTER

Carried Forward From FY 2011 .....	\$18,675
Estimated to be Received During FY 2012.....	\$1,000
Estimated Balance End of FY 2012.....	\$18,675

KENNAN INSTITUTE

Carried Forward From FY 2011 .....	\$5,902
Estimated to be Received During FY 2012.....	\$0
Estimated Balance End of FY 2012.....	\$5,902

LATIN AMERICAN PROGRAM

Carried Forward From FY 2011 .....	\$980
Estimated to be Received During FY 2012.....	\$0
Estimated Balance End of FY 2012.....	\$980

ASIA PROGRAM

Carried Forward From FY 2011 .....	\$2,871
Estimated to be Received During FY 2012.....	\$0
Estimated Balance End of FY 2012.....	\$2,871

EAST EUROPEAN STUDIES

Carried Forward From FY 2011 .....	\$34
Estimated to be Received During FY 2012.....	\$0
Estimated Balance End of FY 2012.....	\$34

WEST EUROPEAN STUDIES

Carried Forward From FY 2011 .....	\$49
Estimated to be Received During FY 2012.....	\$0
Estimated Balance End of FY 2012.....	\$49

CANADA INSTITUTE

Carried Forward From FY 2011 .....	\$520
Estimated to be Received During FY 2012.....	\$0
Estimated Balance End of FY 2012.....	\$520

**ENDOWMENT PRINCIPAL FY 2013**

(Dollars in Thousands)  
Based on Book Value

**GENERAL CENTER**

Estimated to be Carried Forward From FY 2012.....\$18,675  
Estimated to be Received During FY 2013.....\$0  
Estimated Balance End of FY 2013.....\$18,675

**KENNAN INSTITUTE**

Estimated to be Carried Forward From FY 2012.....\$5,902  
Estimated to be Received During FY 2013.....\$0  
Estimated Balance End of FY 2013.....\$5,902

**LATIN AMERICAN PROGRAM**

Estimated to be Carried Forward From FY 2012.....\$980  
Estimated to be Received During FY 2013.....\$0  
Estimated Balance End of FY 2013.....\$980

**ASIA PROGRAM**

Estimated to be Carried Forward From FY 2012.....\$2,871  
Estimated to be Received During FY 2013.....\$0  
Estimated Balance End of FY 2013.....\$2,871

**EAST EUROPEAN STUDIES**

Estimated to be Carried Forward From FY 2012.....\$34  
Estimated to be Received During FY 2013.....\$0  
Estimated Balance End of FY 2013.....\$34

**WEST EUROPEAN STUDIES**

Estimated to be Carried Forward From FY 2012.....\$49  
Estimated to be Received During FY 2013.....\$0  
Estimated Balance End of FY 2013.....\$49

**CANADA INSTITUTE**

Estimated to be Carried Forward From FY 2012.....\$520  
Estimated to be Received During FY 2013.....\$0  
Estimated Balance End of FY 2013.....\$520