

WOODROW WILSON INTERNATIONAL  
CENTER FOR SCHOLARS  
BUDGET JUSTIFICATIONS FOR THE FISCAL YEAR 2017

Submitted to the Congress of the United States

February 2016

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

TABLE OF CONTENTS

STATEMENT OF THE CHAIRMAN AND DIRECTOR..... 1

ABOUT THE WILSON CENTER

Vision..... 5

Mission Statement ..... 5

Governance..... 5

Goals ..... 6

Activities..... 6

A Sampling of Notable Fellows and Scholars of the Center ..... 9

Work of Scholars at the Center..... 10

Issues Being Discussed at the Center..... 10

Funding ..... 11

FY 2017 FEDERAL BUDGET PRIORITIES

Authorizing Legislation..... 13

Fiscal Year 2017 Appropriation Request..... 13

Fiscal Year 2017 Budget Objectives ..... 13

FY 2017 Budget Request Summary..... 15

    I. Scholar Administration and Services ..... 16

    II. Public Service & Fellowship Program ..... 22

    III. General Administration ..... 34

    IV. Smithsonian Fee ..... 36

    V. Outreach and Communications ..... 37

    VI. Building Requirements..... 46

APPENDICES

CONSOLIDATED STATEMENTS, FY 2015, FY 2016 AND FY 2017

Wilson Center Total Budget for Non-appropriated Funds Compared to  
Appropriated Funds ..... 47

Wilson Center Funding for General Administration, Operations, and Outreach Compared to  
Federal Appropriation for General Administration, Smithsonian Fee, Building Requirements and  
Outreach ..... 48

Non-Appropriated Program and Project Funding Compared to Appropriated Public Service and  
Fellowship Program, and Scholar Administration and Services ..... 49

REGIONAL AND RELVANT ISSUES CURRENTLY BEING STUDIED AT THE WILSON CENTER

    Africa Program..... 50

    Asia Program ..... 52

    Canada Institute ..... 53

    Polar Initiative ..... 54

Global Europe .....	55
Global Women’s Leadership Initiative .....	56
Kissinger Institute on China and the United States.....	57
Kennan Institute .....	59
Latin America Program .....	61
Mexico Institute.....	62
Brazil Institute .....	62
Middle East Program .....	63
History and Public Policy Program .....	64
Science and Technology Innovation Program .....	65
Program on Global Sustainability & Resilience .....	66
Endowment Principal, FY 2015, FY 2016 and FY 2017.....	69

## STATEMENT OF THE CHAIRMAN AND DIRECTOR

The Woodrow Wilson International Center for Scholars (Wilson Center) is a trust instrumentality of the United States Government. Unlike the Washington, Jefferson, Lincoln, and Roosevelt Memorials, this presidential memorial is a living memorial. Along with the National Gallery of Art and the Kennedy Center, it is one of three entities affiliated with the Smithsonian Institution and governed by its own presidentially appointed Board of Trustees.

Established by an Act of Congress in 1968, the Center seeks to be the leading nonpartisan institution for in-depth, independent research and dialogue, which informs actionable ideas on global issues for the policy community and the public. As a trusted platform, it offers a bridge between the world and Washington and between critical ideas and policy practice.

The Center conducts its own original research on many of the most pressing major global issues and has unique expertise on countries and regions around the world. Each year it hosts over 150 scholars, journalists, former policymakers, and others who research topics relevant to the Center's expertise. In both 2014 and 2015, the Center was voted the "Top U.S. Think Tank to Watch" in a survey of policymakers, researchers, and journalists. While we are far more than just a think tank, we are proud that our work is receiving recognition for the impact it has on important global policy discussions and decisions.

More than one-third of the Wilson Center's funding comes from the annual federal appropriation, which is essential to the Wilson Center's non-partisan mission; the Center's fund-raising activities provide the remaining two-thirds of the funding, including most of its programming efforts.

The Wilson Center remains committed to:

- Remaining a truly nonpartisan, trusted political space for policymakers and scholars, free from spin and the constraints imposed by our strained politics.
- Producing high-quality, balanced analysis of the most relevant policy issues in all of its research and publications;
- Reaching critical policy audiences and the general public proactively through creative outreach; and
- Strengthening its private base of support as a means of further leveraging the federal appropriation.

The Center's Board of Trustees is attentive and committed to guidance received from Congress and the Office of Management and Budget (OMB) as it performs its statute-designated role to govern and to determine the direction for this public-private institution. The Center greatly values the advice and counsel it receives from Congress and OMB. The key initiatives for which the Center seeks federal funding stem from congressional directives dating back more than a decade.

As the presidentially appointed Chairman of the Board and the Director of the Center, respectively, we present a budget request of \$10.4 million for Fiscal Year (FY) 2017, commensurate with the guidance received from OMB. Given the current federal budget situation, the Center has made thoughtful reductions for cost savings and increased efficiencies as much as possible given our size and mandate as a presidential memorial while meeting increasing personnel costs. As summarized below, the Center will make every attempt to complement this budget request with enhanced fundraising initiatives to increase non-appropriated funding.

Through steadfast fundraising efforts the Center has sustained close to two-thirds of its budget from non-appropriated sources. These fundraising efforts should be recognized as a significant accomplishment given the current economic climate. Foundation and private support continues to be critical for the Wilson Center and we expect it to provide over \$16 million in FY 2017. Seventy-five percent of this funding includes donor restrictions for specific programmatic activities while the remainder is unrestricted funds, the most challenging money to raise. To leverage that essential private support, the Center counts on the annual federal appropriation that funds, among other things, the Center's federal employees' salaries and benefits, our mission-critical fellowship competition and public policy scholar awards, essential outreach and website support for dissemination of the Wilson Center works, library services for both staff and residential scholars, and the majority of the core infrastructure and operations.

Congress has urged the Wilson Center to give priority to public outreach, and we are pleased to report this directive is being met and continues to be a high priority. The Wilson Center has maintained its excellence in research, while making sure that its work reaches the key audiences that can use it, including careful targeting of policymakers and opinion leaders. We have redesigned the Center's website to improve its accessibility and visual presentation, made more effective use of social media to engage a broader audience, enhanced our publication platforms, and transitioned most of our publications to digital platforms.

At the same time, we have expanded our targeted outreach to key constituencies, especially Congress. We started a highly regarded Foreign Policy Fellowship Program, which brings Senate and House staff together for a six-week course on major global issues in a bipartisan, problem-solving setting and holds frequent meetings on the Hill. To date, roughly 300 congressional staff from both political parties have participated in this program, which is funded by a private foundation. We have recently started a separate Congressional Cybersecurity Lab for Hill staff to focus on global cyber threats and how information technology functions. During the last fiscal year, we held over 250 meetings on the Hill, including events and individual briefings for Members and their staff.

The Center has also held over fifty Ground Truth Briefings, which capitalize on the Center's broad global network of experts and provides insights into rapidly evolving international issues. These briefings are hour-long conference calls organized at short notice with knowledgeable former scholars and friends of the Wilson Center overseas on key topics and developing crises in the news. Senior policymakers, congressional staff, journalists, and opinion leaders are invited to take part in these briefings, which usually bring together 100 to 250 people, and have covered topics such as the conflict in Syria, Russian

incursions in Ukraine, the crisis of unaccompanied minors at the border, and the Iran nuclear agreement.

In recent years, we have evolved our programming approach to build on the recommendations of the Board through the Center's 2012 strategic plan. At its heart, the strategic plan is an effort to focus our programs, scholarship, and outreach on issues on which the Center can have the greatest impact on policy thinking and public dialogue. The board and staff are currently preparing the next three-year strategic plan, which will reinforce these efforts to provide greater coordination, visibility, and relevance for the Center's work.

The Center's excellence is embodied in the work of its programs and the fellows it hosts. We have made significant efforts to ensure that there are clear synergies between the fellows appointed to the Center and the Center's ongoing programmatic work. In the past year, major books on cyberterrorism, ISIS, and nuclear non-proliferation were published based on research at the Center.

In addition, the Center continues to engage in joint programming with other institutions around the country and overseas, holding events outside of Washington as part of our commitment as a public institution to reaching the broader American public.

Appropriations in recent years provided funding for necessary improvements in the Center's administrative areas, scholar services, and outreach needs. The Center made information technology and communications upgrades that include enhancements to its Storage Area Network to support additional databases and applications, security enhancements to network and mobile devices, establishment of an off-site COOP facility to ensure that critical Center applications are available in the event of a local disaster/outage, continued proactive monitoring and prevention of external cyber-threats to Center resources and applications with the support of an outside contractor, 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. Recent appropriations funding also covered the library's increased cost of maintaining scholarly database access for the scholars and staff, and provided essential funding for upgrading outreach activities and technology as evident in the Center's radio, television, webcasting, and social media work.

Organizations such as the Wilson Center cannot be complacent: we either move forward on our agenda, mission, and purpose or quickly become less relevant. We have made important adjustments over the past four years to build on the Center's well-known excellence and ensure that its work will be ever more relevant in today's challenging global environment. We are accountable to Congress, OMB, and the general public for our work, and we strive to continue earning that trust through our work each day to improve the depth and breadth of dialogue on major global issues so that our country can be better positioned to deal with them.

It is a great honor for both of us to lead this important public-private institution and living presidential memorial, and we welcome working with you in the coming years. We are available at 202-691-4202 if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Thomas".

Thomas R. Nides

Chairman of the Board of Trustees

A handwritten signature in blue ink, appearing to read "Jane Harman".

Jane Harman

Director

February 2016

## **ABOUT THE WILSON CENTER**

### **Vision**

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

### **Mission**

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

### **Governance**

The Wilson Center, while initially established within the Smithsonian Institution family, operates as a separate entity. The Wilson Center relies on the strong and effective guidance of its own independent Board of Trustees led by Chairman Thomas R. Nides. By statute, the Wilson Center Board of Trustees includes several ex officio members – the Secretary of State, the Secretary of Health and Human Services, the Secretary of Education, the Chairman of the National Endowment for the Humanities, the Secretary of the Smithsonian Institution, the Librarian of Congress, and the Archivist of the United States — as well as nine members appointed by the President from outside public service and one member appointed by the President from within the federal government. To fulfill the duties set forth in the Wilson Center's founding legislation, the Board of Trustees remains committed to ensuring that the Center remains a truly living memorial, both as a trusted, nonpartisan space for public discussion and as a center for excellence for research and outreach that informs policy decisions and public ideas of major global issues.

In 2012, the Board of Trustees recommended several priority directions for the Center's work:

- Focusing its programs more effectively for maximum impact, while preserving the excellence for which the Center is known;
- Aligning the work of scholars in residence with the programming priorities of the Center more closely;
- Heightening the visibility and impact of the Center's work by increasing outreach;

- Ensuring the financial sustainability of the Center by expanding private fundraising efforts; and
- Improving the Center's human capital through competitive recruitment and development of career paths that enables the Center to attract and retain talented staff.

## **Goals**

The Center seeks to be the leading nonpartisan institution for in-depth research and dialogue that informs actionable ideas on global issues. It tackles these issues through independent research and open dialogue and offers actionable ideas to the policy community and the public. As a trusted platform, it offers a bridge between the world and Washington and between critical ideas and policy practice.

The Center conducts its own original research on pressing global issues in every region of the world through its various programs, its Foreign Policy Fellowship Program for congressional staff, and several cross-cutting initiatives. Each year, it hosts over 150 scholars, journalists, former policymakers, and others who conduct their own research on the topics of the Center's expertise.

In recent year, the Center has vastly enhanced its ability to reach key public audiences by investing in strategic communications and outreach. It has also vastly expanded its private support, which now supplies roughly two-thirds of the Center's finances.

## **Activities**

The Wilson Center undertakes two main activities:

- (1) Its programs promote original research and dialogue on major policy issues in order to develop actionable ideas for policymaking and enhance the discussion of public ideas.
- (2) It hosts scholars, journalists, independent writers, and former policymakers to do their own research and writing in the areas of the Center's expertise.

Some of the finest thinkers and scholars in the world come to the Center to participate in meetings or to conduct research and write as visiting fellows. The Center provides an exciting, trusted forum for ideas and discussion on public policy issues.

The Center's residential grant awards, provided to over 150 fellows per year, include work space with a telephone and a computer, consideration for research support (for those spending six months or more), and a stipend that includes optional family or single health insurance premiums. About 20 of the residential grant awards are for Center fellows who come for a full

academic year, researching and writing in subject areas that are emphasized by the programs. The Center has made significant adjustments to ensure greater coordination and integration between program activity and the scholarly research done at the Center.

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

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

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

Scholars, policymakers, journalists, business leaders, nongovernmental experts, and others exchange views at some 500 meetings conducted annually at the Center. The majority of meetings are open to the public, and many are webcast live and then made available on the Center's website following the event.

The Center's nearly 5,000 fellow and scholar alumni resume their public and/or professional activities in teaching, government service, and journalism following their residential research work, but they remain part of a network of experts that are frequently called on for Center research, publication, and programming. The Center has supported the writing of well over 1,700 books in its 47 years of existence.

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

The Center's widely regarded *Wilson Quarterly* magazine is now in wholly digital format and has received great praise and industry awards for its innovative content and delivery. The Center also produces short films, videos, and digital graphics and maps that can help improve public understanding of critical global issues.

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

## **Work of Fellows at the Center**

Fellows and Public Policy Fellows at the Woodrow Wilson Center work on projects that are relevant to contemporary policy issues and that align with the programmatic work of the Center and can result in work that reaches a broad audience.

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

## **Issues Being Discussed at the Center**

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

- U.S. Role in the World
- American Challenges as a Global Power
- Global Sustainability and Security
- Regional Power Shifts
- Governance: Accountability Issues of Transparency, Civil Society Promotion, Development of the Rule of Law and an Independent Judiciary
- Afghanistan and Iraq
- Coping with North Korea and Iran
- Nonproliferation and Arms Control
- Homeland Security and Issues of International Terrorism
- Global Migration and U.S. Immigration
- Future Policy Challenges and Essential Future Planning in Government
- The Congress in American Foreign Policy
- United States – Canada Relations
- United States – Mexico Relations
- United States – China Relations
- United States – Russian Relations
- Political Processes and the Economy and Social Forces in Russia and Ukraine
- Political and Economic Transition in China
- Environmental Change and Security
- Energy: Its Costs, Availability, Impact on National Security, and Prospects for the Future
- Conflict Prevention
- Dealing with Failed States and Building State Capacity
- Transnational Crime and Corruption
- Global Finance Issues
- The World Trade Organization, Trade Dispute Resolution, and the Transpacific Partnership
- Urban, Metropolitan, and Regional Planning
- Chinese and Russian Foreign Policy
- Conflict Resolution in Africa and South Asia

- Comparative Peace Processes in Latin America
- Governance and Attempts at Democratization in the Middle East
- Islam and Governance 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
- Cyber Security
- The Digital Divide
- Issues Relating to Synthetic Biology, biotechnology, 3D Printing and citizen science
- Arctic Security

## **Funding**

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

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

In addition to the federal appropriation the Center raises roughly \$16 million to support specific programming and some individual research grants. The majority of this funding comes from foundations, although increasingly individuals and corporations have contributed to these efforts.

Many individual and corporate donors contribute through the Woodrow Wilson Awards program. The Woodrow Wilson Awards recognize leaders from the worlds of business and public service who represent President Wilson's commitment to the free and open discourse of public policy. Now in its 17th year, the Woodrow Wilson Awards help the Wilson Center introduce its activities to audiences beyond Washington, D.C., and garner financial support from private donors from across the United States and abroad. In FY 2015, the Woodrow Wilson Awards dinners raised over \$2 million in unrestricted revenue from four dinners. In FY 2016 and FY 2017, the Wilson Center plans to continue this program at a reduced level, with projected unrestricted revenue to exceed \$1 million each year.

The Center has also established donor groups, including the Wilson Council and the Wilson National Cabinet, which contribute roughly \$1 million each year to support Center

programming. In 2014, the Center launched a Global Advisory Board, which includes people of international stature, to provide advice, international connections, and funding from global sources.

The Center's Wilson Legacy Society offers individuals the opportunity to make bequests and other planned gifts for both the Center's endowment and its annual programs and operations. The Center's endowment fund also supplies roughly \$1 million each year to support operations and programming efforts.

The total of these non-appropriated monies help to pay for salaries and benefits of over 100 staff (including certain administrative, programmatic, outreach, and development staff), fundraising efforts, and research assistance stipends. A combination of appropriated and non-appropriated monies support public meetings, scholars' stipends, scholar support, general administration, public service, publishing, and other outreach activities. It is essential to emphasize that this blended funding of public and private monies represents a public-private partnership in the fullest sense. The annual appropriation to the Center enables it to compete successfully in its quest for limited available private funds, an increasing challenge given the current economic situation.

## **FY 2017 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 2017 Appropriation Request**

The Woodrow Wilson International Center for Scholars' Board of Trustees requests a Fiscal Year 2017 appropriation in the amount of \$10.4 million. Consistent with prior years, the Center requests that this funding have two-year availability through September 30, 2018. Funding for 52 full-time equivalent (FTE) positions is included within this budget request.

The Center has spent significant time deliberating and working through various budget scenarios. Ultimately, the Center is constrained by the current Federal budget situation. The Wilson Center must be clear that the appropriated funding is essential to the Center's ability to meet its legislated duty. Over the past few years the flat appropriation funding the Center has received resulted in decreases to programmatic and administrative operating expenses while personnel costs continue to increase for cost of living, within-grade increases, and career ladder promotions. This FY 2017 request shows an increase to personnel costs of 8% and a reduction in operating expenses of 15%. The increase in personnel costs include a 1.3% cost-of-living increase and benefits estimated at 32% of salaries. There is limited consideration within this request for within-grade increases. The Center anticipates breaks in full employment of FTEs due to usual staff turnover will cover the cost of promotions and any merited awards.

### **Fiscal Year 2017 Budget Objectives**

The Woodrow Wilson Center's Fiscal Year 2017 budget reflects the following management objectives:

- Fund salary and benefits as well as career ladder promotions to retain outstanding staff and attract the highest quality personnel in the future (federal employees represent approximately one-third of the total employment at the Center).
- Recruit preeminent academics, policy-makers, journalists, and business leaders to apply for fellowships.
- Maintain the fellowship grant programs for both Center fellows in residence for an academic year and short-term public policy fellows. The fellowship program is central to the mission of the "living memorial" to President Woodrow Wilson.

- Provide the highest quality support services to include financial management, human resources, facilities operations, information technology, audio visual, web support, training and supplies.
- Give priority focus to all forms of the Center's outreach: website; social media; databases; webcasting of scholarly events; radio and television programming; and print publications.
- Increase visibility through enhanced communication and multimedia.
- Ensure that the Center's work is coordinated, focused, and relevant to the key public policy issues of the day.
- Work to bring diverse audiences to the Wilson Center and to have a broad spectrum of individuals participating in its work, meetings and conferences.
- Target youth with marketing and outreach of the Center's Public Education Activities through its learning center and serious games initiative.
- Attract standout undergraduate and graduate public policy majors to assist Center fellows with high level research through research assistant grants.
- Though not supported with federal appropriated funds, the Center's development strategy remains a high priority and includes Woodrow Wilson Center Awards and other fundraising efforts throughout the United States and abroad.

FY 2017 Budget Request Summary  
(Dollars in Thousands)

	<u>FY 2015 Appropriation</u>		<u>FY 2016 Appropriation</u>		<u>FY 2017 Proposed</u>		<u>Difference between FY 2016 Appropriation and FY 2017 Proposed</u>
	FTE	Amount	FTE	Amount	FTE	Amount	
Scholar Administration & Support	9	\$1,141	8	\$1,115	9	\$1,169	\$54
Public Service and Fellowship Program	19	4,377	20	4,332	19	4,420	88
General Admin	16	3,277	16	3,293	16	3,182	(111)
Smithsonian Fee	0	310	0	310	0	338	28
Outreach & Communications	8	1,235	8	1,295	8	1,181	(114)
Building Requirments	<u>0</u>	<u>160</u>	<u>0</u>	<u>155</u>	<u>0</u>	<u>110</u>	<u>(45)</u>
Total	52	\$10,500	52	\$10,500	52	\$10,400	(\$100)

The FY 2017 proposed budget request of \$10.4 million for salaries and expenses for the Woodrow Wilson International Center for Scholars reflects a reduction of \$100,000 from the FY 2016 enacted appropriation. The FY 2017 proposed budget provides funding for 52 FTEs.

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 scholarly works, but an engaged Board of Trustees and Wilson Cabinet and Council whose members are deeply committed to maintaining the Center's excellence.

At the core of the Woodrow Wilson Center are its fellows, who are selected through an annual international competition and appointed for an academic year. The Center also appoints Public

Policy Fellows (formerly named Public Policy Scholars) through a competitive process. Fellows come from all over the world to carry out research and writing at the Center and to interact with people in Washington, both within and outside of the government. These fellows are selected on the basis of distinction in the fields they represent and on the potential of their research proposals to have an impact on public ideas and policy decisions.

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

The Center continues to evolve through constant review and strategic planning to ensure the focus is on the most important issues of today and the future. To remain viable as a living memorial to President Wilson, the Center provides a forum for debate, advanced research, knowledge sharing, and information dissemination. Decision-makers become better informed through actual and virtual events, multimedia publications, and various outreach media. Assessments are on-going for outreach, databases, the best functional use of its limited space, organizational structure, alternatives for increasing private sources of funding, aspects of diversity for the Center including staffing, speakers, scholars, and audiences we seek to attract to the Center, and seeking programmatic and administrative efficiencies. 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 2015, FY 2016, and FY 2017  
(Dollars in Thousands)

Object Class	FY 2015 Appropriation	FY 2016 Appropriation	FY 2017 Proposed	Difference between FY 2016 Appropriation and FY 2017 Proposed
<u>Compensation and Benefits</u>				
Personnel - Compensation	\$4,508	\$4,870	\$5,187	\$317
Personnel - Benefits	1,383	1,551	1,763	212
Subtotal - Compensation and Benefits	<u>\$5,891</u>	<u>\$6,421</u>	<u>\$6,950</u>	<u>\$529</u>
<u>Other Expenses</u>				
Travel (transportation & subsistence of persons)	\$140	\$169	\$138	(\$31)
Transportation of things communication/utilities/postage	106	75	58	(17)
IT support & maintenance	300	430	433	3
Non-IT support & maintenance	230	215	150	(65)
Printing/reproduction/publications/ photograph/forms	233	275	248	(27)
Advisory/assistance services/honorarium	134	146	70	(76)
Other Services (stipends)	1,850	1,365	1,279	(86)
Supplies and materials	135	85	70	(15)
Intergovernmental services	325	328	400	72
Professional services	687	652	441	(211)
Equipment/furniture/software	430	282	130	(152)
Recruiting/advertising/marketing/ public announcements	20	12	12	0
Training	19	45	21	(24)
Subtotal - Non-Salary Expenses	<u>\$4,609</u>	<u>\$4,079</u>	<u>\$3,450</u>	<u>(\$629)</u>
Total	\$10,500	\$10,500	\$10,400	(\$100)

## SCHOLAR ADMINISTRATION AND SERVICES

(Dollars in Thousands)

	<u>FY 2015 Appropriation</u>	<u>FY 2016 Appropriation</u>	<u>FY 2017 Proposed</u>	<u>Difference between FY 2016 Appropriation and FY 2017 Proposed</u>
Personnel Costs	\$847	\$875	\$972	\$97
Operating	<u>294</u>	<u>240</u>	<u>197</u>	<u>(43)</u>
Total	<u>\$1,141</u>	<u>\$1,115</u>	<u>\$1,169</u>	<u>\$54</u>
<i>FTE</i>	9	8	9	

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

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

In an effort to reduce cost and fully utilize the Center’s resources the Center identified the fellowship recruitment and application review processes as areas to revamp. In FY 2014, in accordance with the President’s Executive Order 13589, “Promoting Efficient Spending,” the Center continued to control the costs of travel, printing, reproduction, and postage by having applicants submit applications online, by reducing the number of review panelists, and by reducing the number of review panel meetings. The electronic applications are used for dissemination among reviewers. Initial review of the fellowship applications are now being performed internally by the Center’s Program Directors which have eliminated three panel groups and related travel and honoraria. The Center began utilizing internal Center experts to determine which applications move forward to the External Review Panel. The nine-person External Review Panel designates primary and alternate awardees for the consideration of the

Center's Fellowship Committee of the Board of Trustees, who will make final decisions on appointments.

The Center will continue to target higher quality applicants through more direct communications via direct mail, email and phone calls while limiting travel to academic conferences.

The efforts the Center has made to revamp fellowship recruitment and the application review process with a focus on cost reduction has enabled the Center to absorb a portion of the overall reduction to its Federal operating expense funding in prior years.

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

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

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

In FY 2015, the library completed its annual review of its journal collection, cancelling some journals to make way for others. Digital resources constitute a critical part of the library's collection and nearly all fellows in the library departure survey report using the library's databases and e-journals. The library continues to assess digital reference books, both as new titles and to transition from the print volume or yearbook to the e-book version where this will increase accessibility and searching capability. As the Center coordinates the research interests of fellows with program staff, the library has moved to support this goal by evaluating additional news sources which meet the high standards of both staff and fellows while remaining within budget guidelines. At no additional cost, the library introduced a new online catalog to replace its existing 10-year-old catalog. The redesign incorporated new features which help users find resources quickly and efficiently. In the coming fiscal year the library

plans to work on redesign of its website. The new platform will facilitate editing and updating the website (now difficult because the software is out of date) and will incorporate new designs to make the website more user-friendly. The library also made considerable progress in a project to catalog some of its backlog of donated Russian and Ukrainian-language books. The Ukrainian books in particular are a timely addition to the collections.

The library administers a large and popular interlibrary loan program with the Library of Congress and other libraries throughout the United States. The library loans over 3,000 books, microfilms, and journals to scholars and staff from interlibrary loan programs and the Center library's collection.

The library's operating budget is used to fund journal and database subscriptions, book acquisitions, interlibrary loan, and the technical services needed to support library operations. The library is requesting \$170,000 for FY 2017 for non-pay operating expenses; a reduction of \$35 thousand from the prior year request. These are very difficult reductions to absorb given the six to seven percent increase in journal prices projected by Library Journal for FY 2016. In FY 2015, library database subscriptions increased on average by four percent in price. As a result of this budget reduction the Center's staff, fellows, and interns will have less available in-house resources.

The library plans to continue work on adding value to its existing resources and services through a combination of training and the upgrade to its website. It recently conducted a training seminar focused on the needs of staff researching contact information. It continues to assess new resources in different formats to choose those most authoritative, timely, and relevant to Wilson Center research while remaining within budgetary bounds.

Despite its small size, the library makes an essential contribution to the research goals of the Wilson Center by providing resources and personalized support.

Scholar Administration and Services by Object Class  
 FY 2015, FY 2016, and FY 2017  
 (Dollars in Thousands)

Object Class	FY 2015 Appropriation	FY 2016 Appropriation	FY 2017 Proposed	Difference between FY 2016 Appropriation and FY 2017 Proposed
<u>Compensation and Benefits</u>				
Personnel -	\$645	\$658	\$725	\$67
Personnel - Benefits	202	217	247	30
Subtotal - Compensation and Benefits	<u>\$847</u>	<u>\$875</u>	<u>\$972</u>	<u>\$97</u>
<u>Other Expenses</u>				
Travel (transporation & subsistence of persons)	\$5	\$3	\$3	\$0
Transportation of things/communication/ utilities/postage	5	1	1	0
Printing and reproduction	2	2	2	0
Professional Services	10	6	6	0
Advisory and assistance services	49	15	4	(11)
Library- equipment/furniture maintenance/ software	4	4	2	(2)
Publications (Library & Database Services)	206	200	170	(30)
Recruiting/advertising	10	8	8	0
Training	3	1	1	0
Subtotal - Non-Salary Expenses	<u>\$294</u>	<u>\$240</u>	<u>\$197</u>	<u>(\$43)</u>
Total	\$1,141	\$1,115	\$1,169	\$54

PUBLIC SERVICE & FELLOWSHIP PROGRAM  
(Dollars in Thousands)

	FY 2015 Appropriation	FY 2016 Appropriation	FY 2017 Proposed	Difference between FY 2016 Appropriation and FY 2017 Proposed
Personnel - Costs	\$2,317	\$2,541	\$2,916	\$375
Conference & Research Support	210	226	25	(201)
Emerging Foreign Policy Issues		200	200	0
Fellowship Program	1,350	900	1,000	100.00
Public Policy Fellows (formerly Public Policy Scholars)	300	265	164	(101)
Distinguished Fellows	<u>200</u>	<u>200</u>	<u>115</u>	<u>(85)</u>
Total	<u>\$4,377</u>	<u>\$4,332</u>	<u>\$4,420</u>	<u>\$88</u>
<i>FTE</i>	19	20	19	

This category consists of the personnel costs for directors and assistants for several of the Center’s programs, grant expenses for the Center’s fellows program, and conference support (previously included within the Outreach section of the Wilson Center budget request for FY 2015).

The Wilson Center continues to devote a great deal of effort to maintaining a high level of research, multimedia publications, and public programming on relevant public policy issues and to making these activities accessible to the general public. These activities and the audiences being reached continue to grow, giving the Center even more visibility. In FY 2015, the vast majority of the over 700 meetings were held at the Center and were open to the public. The Center has organized meetings on a wide variety of topics such as the role of the United States in the world, issues of governance, security, regional power shifts, and future challenges.

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

The FY 2016 and FY 2017 support for the Emerging Foreign Policy Issues will allow the Center to respond quickly with timely research and discussion on key global issues as they emerge and before long-term funding can be obtained. Specific Federal support for the Emerging Foreign Policy Issues includes a combination of short-term expert consultant costs, honoraria, travel, and multimedia publication efforts. Events, such as the Russian invasion of Ukraine, the sudden emergence of ISIS, or the crisis of Central American youth who flowed across the border require urgent analysis and discussion, and this funding will allow the Center to address emerging issues that require an immediate response even before obtaining long-term private funding.

We believe it will be of particular benefit to policy-makers who often need quick turn-around on analysis from the Center for it to be timely.

## **Fellowship Program**

### **Center Fellows**

The Fellowship Program is a central part of the Wilson Center's activities. The individual grant awards remain the core method the Center employs to accomplish the mission set forth in its enabling legislation. Each year the Center receives about 300 fellowship applications and the external panel completes its selection of primary and secondary awardees in March for the coming academic year. The Wilson Center strives to offer Center fellowship awards that maintain the awardees' current income levels (no financial gain or loss as a result of accepting the fellowship award). This becomes challenging for out of town awardees maintaining two households during their residential fellowship for a full academic year. In recent years the Center has been fortunate to have some primary fellowship awardees come with a portion of their fellowship funding from their college or university. This has allowed the Center to award on average 20 Center fellowship grants annually over the past three years. Given the reduced funding in this budget area, necessitated to meet the overall reduction in budget request, the Center projects only 13 - 15 grants will be awarded in FY 2017. The Center remains hopeful that this trend, where a few awardees bring a portion of their funding from another source to keep their income level whole, will continue. The projections below are based on the trend continuing; therefore the number of awardees will decline if a few awardees do not have their fellowship award partially supported with funding from their college or university.

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

FY 2013 - 21 Fellowships awarded for the 2013/2014 academic year

FY 2014 - 21 Fellowships awarded for the 2014/2015 academic year

FY 2015 - 17 Fellowship awards projected for the 2015/2016 academic year

FY 2016 – 12 - 15 Fellowship awards projected for the 2016/2017 academic year

FY 2017 – 13 - 15 Fellowship awards projected for the 2016/2017 academic year

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

The Wilson Center also makes individual research grants to individuals from non-appropriated funding, but the eligibility requirements are often restrictive in nature. The Center has received funding for public policy fellows from a specific country or region, such as Africa, Japan, Mexico,

and Pakistan. Only the federal funding provided in this budget for the annual fellowship competition allows evaluation of applications for pre-eminent scholars without regard to area of study or national origin.

It remains a goal of the Center to continue offering competitive stipends, thereby continuing to attract the most pre-eminent scholars. The individual grant awards offered through this mission critical program cover the estimated travel costs, seventy-five percent of health insurance premiums when needed, and cost of living for the individual awardees. Along with a portion of funding from the fellowship awardee's college or university the FY 2015 appropriation provided sufficient funding for the Wilson Center to award 17 competitively selected fellowship grants for the 2015/2016 academic year. The fellowship grant period of performance is usually the fiscal year subsequent to the award year.

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

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

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

Woodrow Wilson Center Fellows from the class of 2015-2016 (FY 2015 grant awards) come from the United States, Australia, China, Egypt, France, Germany, Mexico, Morocco, Russia, and the United Kingdom.

The following are the names and project titles of just a few of the 2015-2016 fellows:

**Thomas Berger**, Associate Professor of International Affairs, Frederick S. Pardee School of Global Studies, Boston University. “A Sea of Troubles: US Grand Strategy in East Asia and Japan’s Disputes over History and Territory.”

**Michelle Egan**, Professor and Jean Monnet Chair, School of International Service, American University. “TTIP as Transatlantic Pivot: Strategic and Domestic Sources of Legitimacy, Credibility, and Compliance.”

**Farhat Haq**, Professor of Political Science, Monmouth College. “Sacralizing the State: Islam and Democracy in Pakistan.”

**Adrienne LeBas**, Assistant Professor of Political Science, American University. “The Organizational Roots of Persistent Electoral Violence in Africa.”

**Kristie Macrakis**, Professor of History of Science, Georgia Institute of Technology. “Technology and the Rise of the U.S. Global Security State: How Can History Inform Policy?”

**Abdel-Fattah Mady**, Associate Professor of Political Science, Alexandria University, Egypt. “Arab Spring: Challenges and Aspirations.”

**Dinny McMahon**, Banking and Finance Correspondent, Beijing, *The Wall Street Journal*. “Cracks in the Façade: The Mounting Risk and Complexity of China’s Financial System.”

**Daniel Neep**, Assistant Professor, Center for Contemporary Arab Studies, Georgetown University. “The Nation Belongs to All: the Making of Modern Syria.”

**Elisabeth Roehrlich**, Project Director and Senior Fellow at the Department of Contemporary History, University of Vienna, Austria. “Global Nuclear Governance: Perspectives from the pre-NPT History of the IAEA.”

**Vladislav Zubok**, Professor of International History, London School of Economics. “1991, Russia Destroys the Soviet Union.”

## **Public Policy Fellows (formerly Public Policy Scholars)**

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

As a result of level funding requests and increasing personnel costs the FY 2017 request shows declines in some non-pay operating expenses. The Wilson Center grant program is significantly affected by these economics as presented by the annual decline in Public Policy Fellow grant funding from FY 2015 to FY 2017. The Wilson Center awarded 16 Public Policy Fellow grants with FY 2015 funding. In FY 2016 the Wilson Center expects to offer about 13 Public Policy Fellow grants with proportionate declines continuing in FY 2017 given the relative level funding. The Woodrow Wilson Center will continue its practice of appointing fellows who are working on important issues of public policy.

The following is a sampling of the projects that some Public Policy Fellows worked on during FY 2015:

**Jill Dougherty**, Former CNN Foreign Affairs Correspondent. "Putinism: The World According to Vladimir Putin."

**Meg Lundsager**, Former U.S. Executive Director and Alternate Executive Director, International Monetary Fund. "Thoughts on an International Economic Agenda."

**Richard McGregor**, Former Beijing and Washington Bureau Chief, *Financial Times*. "Three Tigers, One Mountain: China, Japan and America in the Asian Century."

**Edward Schumacher-Matos**, Ombudsman, National Public Radio. "From Ellis Island to Silicon Valley: The Impact of Mass Migration on Entrepreneurialism, Innovation, Inequality and American Economic Power."

**Samir Sumaida'ie**, Iraqi Ambassador to the United Nations; Former Iraqi Ambassador to the United States. "Iraq in a Regional Context."

## Distinguished Fellows

The FY 2016 and FY 2017 proposed budget requests funding to continue the Distinguished Fellows individual grants. Distinguished Fellows are preeminent scholars or practitioners who are well-known and leaders in their fields and who have made valuable contributions to the world of scholarship and public policy.

FY 2015 Distinguished Fellows include:

**Jeffrey Goldberg** is a national correspondent for *The Atlantic* and a recipient of the National Magazine Award for Reporting. Before joining *The Atlantic* in 2007, Goldberg was a Middle East correspondent, and the Washington correspondent, for *The New Yorker*. He was previously a correspondent for *The New York Times Magazine* and *New York* magazine. He has also written for the *Jewish Daily Forward* and was a columnist for *The Jerusalem Post*. He received the 2003 National Magazine Award for Reporting for his coverage of Islamic terrorism and the 2005 Anti-Defamation League Daniel Pearl Prize. He is also the winner of the International Consortium of Investigative Journalists prize for best international investigative journalist; the Overseas Press Club award for best human-rights reporting; and the Abraham Cahan Prize in Journalism. He is the author of *Prisoners: A Story of Friendship and Terror*. His book project at the Wilson Center is "Why the Middle East Sinks American Presidencies."

**Robert Hutchings** is dean of the Lyndon B. Johnson School of Public Affairs at The University of Texas at Austin. In 2003-05, he was Chairman of the U.S. National Intelligence Council in Washington. His combined academic and diplomatic career has included service as Fellow and Director of International Studies at the Woodrow Wilson Center, Director for European Affairs with the National Security Council, and Special Adviser to the Secretary of State, with the rank of ambassador. Ambassador Hutchings served earlier in his career as deputy director of Radio Free Europe and on the faculty of the University of Virginia, and has held adjunct appointments at the Johns Hopkins University School of Advanced International Studies and Georgetown University's School of Foreign Service. He is author of *At the End of the American Century* and *American Diplomacy and the End of the Cold War*, along with many articles and book chapters on European and transatlantic affairs. His book project at the Wilson Center is "Foreign Policy Breakthroughs: Cases in Successful Diplomacy."

**Stapleton Roy** is a former U.S. ambassador to China. He joined the US Foreign Service immediately after graduating from Princeton in 1956, retiring 45 years later with the rank of Career Ambassador, the highest in the service. In 1978 he participated in the secret negotiations that led to the establishment of US-PRC diplomatic relations. While his State Department career focused on East Asia and the Soviet Union, Ambassador Roy's ambassadorial assignments also included Singapore and Indonesia. His final post with the State Department was as Assistant Secretary for Intelligence and Research. Ambassador Roy's project at the Wilson Center is "The United States and China: A New Type of Great Power Relationship."

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

In FY 2016 and FY 2017, the Wilson Center expects to continue awarding one to two Distinguished Scholars annually.

### **Wilson Center Global Fellows**

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

The following are some of our current Global Fellows:

**Alan Goulty**, Former British Ambassador to Sudan and Tunisia

**Jorge Heine**, Former Chilean Cabinet Minister and Ambassador; CIGI Professor of Global Governance, Balsillie School of International Affairs, Wilfred Laurier University, Canada

**Christina Lamb**, Chief Foreign Correspondent, *Sunday Times of London*

**Piers Millett**, Acting-Head, BWC Implementation Support Unit, United Nations Office for Disarmament Affairs

**Jin Park**, Executive President, Asia Future Institute; Former Member, National Assembly of the Republic of Korea

**Joseph Pilat**, Program Manager, National Security Office, Los Alamos National Laboratory

**Erin Walsh**, Executive Director and Head of the Office of Corporate Engagement, Asia Pacific, Goldman Sachs

**Huma Yusuf**, Editor, *India at LSE*, London School of Economics and Political Science, United Kingdom; Columnist, *Dawn Newspaper*, Pakistan

## **Conferences and Research Support**

Conference and research support remains very important to the Center in leveraging other resources for support. Typical support includes honorarium, travel costs, professional services, and multimedia publication costs.

Conferences at the Wilson Center span a wide variety of subject matter and touch upon virtually all regions of the world. The following listing of conference titles include those supported by appropriated funds as well as those supported by non-appropriated funding.

To meet budget reduction this area of the budget was significantly reduced.

FY2015 Conferences:

- “From Sea Denial to Nuclear Deterrence: India’s Quest for Nuclear Submarine”
- “Cold War Crucible: The Korean Conflict and the Postwar World”
- “Modern Times in North Korea: Scenes from its Founding Years, 1945-1950”
- “Security Challenges in Europe in 2015”
- “Ukrainian Democracy after the Maidan: Threats and Opportunities”
- “Southern European Energy Corridor: Status, Prospects and Geopolitics”
- “ISIS: Inside the Army of Terror”
- “The Economic Significance of the Nuclear Deal for Iran”
- “Yemen Adrift: The Houthi Takeover and its Consequences for the Middle East”
- “Overview of Upcoming Elections in Latin America”
- “Climate Change and Vulnerable Watersheds in the Andes: A Decision-makers’ Discussion on Governance and Institutional Capacity”
- “Inequality in a Lower Growth Latin America”
- “Falling Oil Prices: Changing Implications for Global Producers”
- “China’s Foreign Policy in a New Era of Sino-Latin American Relations”
- “Public Opinion and the Peace Process in Colombia”
- “Citizen Security from the Ground-Up: Improving Practice at the Local Level”
- “Youth Repatriation in Guatemala: The Realities of Returning Home”
- “Taxing Fracking in the Shale Era”
- “The Left Turn in Alberta: What Does it Mean for the Energy Industry for the Canadian Federal Election”
- “Canada’s Walmart-Style Defense Policy: Lessons from the not-so-grand Grand Strategy”
- “Human Security and Development in the Arctic”
- “What’s Next for the Clean Energy Dialogue Between the United States and Canada”
- “Foreign Policy Fellows Trip”
- “Building a Sustainable Future”

“Canadian Hydropower and Clean Power Plan”  
 “Environmental Review in Canada and the United States”  
 “Falling Oil Prices: Changing Implications for Global Producers”  
 “Discussion with Quebec Minister of International Relations and La Francophonie”  
 “The Effects of Canadian Trade and Investment on U.S. Employment”  
 “First Annual North American Energy Forum: Energy Infrastructure Futures”  
 “35 Ways to Improve North American Competitiveness”  
 “The Energy Security Renaissance in North America”  
 “Dairy Policy Reform in Canada and the United States: Protection at Home or International Trade?”  
 “2014 Canada-United States Regulatory Cooperation Council Plenary Session”  
 “The Politics and Process of Keystone XL”  
 “Promoting Public Citizenship in the 21<sup>st</sup> Century: Russian and American Perspectives on Public Oversight of the State”  
 “Assessing U.S. Sanctions: Impact, Effectiveness, Consequences”  
 “Preparing for the Future: Assessing the Conditions and Capacity for American Engagement with Russia”  
 “Does Democracy Matter”  
 “The Sahel Beyond the Headlines: Population, Environment, and Security Dynamics”  
 “Call the Midwife: A Conversation about the Rising Global Midwifery Movement”  
 “Under the Dome”  
 “Cleaner and Greener Chinese Direct Investment in the U.S. Energy Sector”  
 “Women, Water, and the World: How Women Can Solve the Earth’s Water Crisis”  
 “China Women’s University 3<sup>rd</sup> Annual Institute for Emerging Women Leaders”  
 “Unsung heroes: Stories of Afghan Women”  
 “An Economic Grand Strategy for Asia? Nationalism and Rivalries in Asian Financial Architecture”  
 Southern Voices Network 2015 Annual Conference – “Peacebuilding, Development, and the New Economic Paradigm”  
 “4th Brazilian Congressional Study Mission on Innovation in California”  
 “Contrasting Perspectives on Brazil’s Current Troubles”  
 “The Rule of Law in Brazil: Three Decades of Progress and Challenges”

Conferences Planned for FY 2016:

“IFES-WWICS Washington Forum on Korea: Seventy Years of Korean National Liberation and Division”  
 “Critical Oral History Conference on the International Atomic Energy Agency”  
 “Fourth Annual US-Korea Dialogue”  
 “Europe’s Future and Challenges in Light of the Greek and Migration Crises”  
 “Emerging Realities in the Russia-EU Energy Equation”  
 “The Role of National and Central Banks in Europe and the U.S.”  
 “The Political Economy of Natural Resource Extraction in Latin America”

“The Oil and Gas Industries in Colombia and Argentina”  
 “Colombia’s Peace Process: Challenges and Opportunities for Ending the Conflict”  
 “Border Security and Immigration along the Mexican-Guatemala Border”  
 “The Emerging Political Challenges of Latin America’s Middle Class”  
 “Innovation Policy in Latin America: Enhancing its Effectiveness”  
 “Rational Middle Scoping Event”  
 “North American Energy Futures”  
 “P3s”  
 “Canadian Elections”  
 “The Canada-US Health Summit”  
 “The Vanishing State: Decentralization in the Middle East”  
 “The 100-Year Anniversary of Sykes-Picot: Revisiting Middle East Borders”  
 “Implications of Regionalization in Morocco”  
 “One Issue, Two Voices: Capital Markets”  
 “2015 Wilson Center Tri-Lateral Agriculture Summit: A Focus on What Works”  
 “Mayor Nenshi”  
 “WWI Retrospective”  
 “Russia-China National Ideas”  
 “Russian Alumni Conference”  
 “Promoting Food Safety in China”  
 “Tracking the Connections: Climate, Migration and Conflict”  
 “Environmental Planning and Pollution Management in Oakland, CA and Shenzhen, China”  
 “Climate Change, Urbanization, and Disaster Management”  
 “Impact of Women in Leadership”  
 “Global Livingston Institute for Emerging Women Leaders”  
 “Women Leaders in Latin America and the Middle East: moving forward in times of political transition”  
 “The Impact of Women’s Leadership on Federal Policy”  
 “India’s Foreign Policy Challenges”  
 “Aspirations and Competition: Redefining Middle Class in Asia”  
 “Southern Voices Network 2016 Annual Conference”  
 “Political and Economic Inclusion for Peacebuilding in Africa”  
 “FAPESP Week 2016: University of Michigan and University of Ohio”  
 “5<sup>th</sup> Brazilian Congressional Study Mission on Innovation”  
 “Trajectory of Inequality: How Brazil Has Changed in the Last 50 Years”

Conference Topics to be explored in FY 2017:

“History of US-ROK security and economic cooperation”  
 “History of Nuclear Proliferation”  
 “Political and Economic Transformation of North and South Korea”  
 “The Continuing Evolution of EU-China Relations”  
 “Annual Ion Ruiu Democracy Award Workshop”

“European Integration and Enlargement in the Western Balkans”  
“Solzhenitsyn Literature Project”  
“Post-Soviet Independence 25 Years On”  
“The Worst Case Scenario in Iraq and Syria”  
“The Role of Energy, Environment, and Water in the Middle East”  
“Energy and Security Issues in Kurdistan”  
“Canada’s Renewable Future”  
“Fossil Fuels and Canada”  
“Canada’s International Climate Commitments”  
“Canada-U.S. relations under new leaders”  
“New U.S.-Canada Border Agreements”  
“European Free Trade Agreements”  
“Environment, Health and Security including Environmental Crimes and Transnational Networks; Disaster Risk Reduction and Resilience; Implementing the Sustainable Development Goals”  
“Comprehensive Strategies for Strengthening Core Urban Systems”  
“China’s Clean Energy, Food Safety, and Water Challenges”  
“Women’s Leadership and Water Management”  
“Training Mexican Women Legislators”  
“U.S. Policy in South Asia”  
“Asian” Values: Do They Exist? Can They Be Harnessed for Regional Growth?”  
“Southern Voices Network 2017 Annual Conference”  
“The Rule of Law: Building of Democratic Institutions”  
“Prospects of the 2018 Presidential Succession”  
“Brazil-US Defense Cooperation”

Other topics will be determined as plans evolve.

Public Service & Fellowship Program by Object Class  
 FY 2015, FY 2016, and FY 2017  
 (Dollars in Thousands)

Object Class	FY 2015 Appropriation	FY 2016 Appropriation	FY 2017 Proposed	Difference between FY 2016 Appropriation and FY 2017 Proposed
<u>Compensation and Benefits</u>				
Personnel - Compensation	\$1,803	\$1,948	\$2,176	\$228
Personnel - Benefits	514	593	740	147
Subtotal - Compensation and Benefits	<u>\$2,317</u>	<u>\$2,541</u>	<u>\$2,916</u>	<u>\$375</u>
<u>Other Expenses</u>				
Travel (transportation & subsistence of persons	59	100	59	(41)
Printing/reproduction/photogr aphy/forms/multimedia publication	13	53	56	3
Advisory/assistance services/honorarium	70	113	56	(57)
Other services (stipends)	1850	1365	1279	(86)
Professional Services	58	150	52	(98)
Training	10	10	2	(8)
Subtotal - Non-Salary Expenses	<u>\$2,060</u>	<u>\$1,791</u>	<u>\$1,504</u>	<u>(\$181)</u>
Total	\$4,377	\$4,332	\$4,420	\$194

GENERAL ADMINISTRATION  
(Dollars in Thousands)

	<u>FY 2015 Appropriation</u>	<u>FY 2016 Appropriation</u>	<u>FY 2017 Proposed</u>	<u>Difference between FY 2016 Appropriation and FY 2017 Proposed</u>
Personnel Costs	\$1,848	\$2,040	\$2,083	\$43
Operating	<u>1,429</u>	<u>1,253</u>	<u>1,099</u>	<u>(154)</u>
Total	\$3,277	\$3,293	\$3,182	(\$111)
<i>FTE</i>	16	16	16	

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

The Woodrow Wilson Center has again received unqualified audit opinions from KPMG for the Center's FY 2015 A-136 Special Purpose Audit of Federal Appropriated Funds. The Wilson Center's FY 2015 A-133 Federal Grants audit and the annual Consolidated Financial Statements Audit are anticipated to have similar favorable results.

General Administration by Object Class  
 FY 2015, FY 2016, and FY 2017  
 (Dollars in Thousands)

Object Class	FY 2015 Appropriation	FY 2016 Appropriation	FY 2017 Proposed	Difference between FY 2016 Appropriation and FY 2017 Proposed
<u>Compensation and Benefits</u>				
Personnel - Compensation	\$1,400	\$1,540	\$1,555	\$15
Personnel - Benefits	448	500	528	28
Subtotal - Compensation and Benefits	<u>\$1,848</u>	<u>\$2,040</u>	<u>\$2,083</u>	<u>\$43</u>
<u>Other Expenses</u>				
Travel (transportation & subsistence of persons	\$75	\$65	\$75	\$10
Transportation of things /communications/utilities /postage	99	71	54	(17)
IT support & maintenance	150	290	340	50
Non-IT support & maintenance	70	60	40	(20)
Supplies and materials	135	85	70	(15)
Intergovernmental services	15	18	62	44
Professional services	529	410	320	(90)
Equipment/furniture/software	350	220	120	(100)
Printing/publications/forms	2	2	2	0
Training	4	32	16	(16)
Subtotal - Non-Salary Expenses	<u>\$1,429</u>	<u>\$1,253</u>	<u>\$1,099</u>	<u>(\$154)</u>
<b>Total</b>	<b>\$3,277</b>	<b>\$3,293</b>	<b>\$3,182</b>	<b>(\$111)</b>

**SMITHSONIAN INSTITUTION SERVICE FEE**

(Dollars in Thousands)

<u>FY 2015 Appropriation</u>	<u>FY 2016 Appropriation</u>	<u>FY 2017 Proposed</u>	<u>Difference between FY 2016 Appropriation and FY 2017 Proposed</u>
\$310	\$310	\$338	\$28

The FY 2017 funding request of \$338 thousand will be used to pay the Smithsonian Institution (SI) for a variety of specialized services deemed to be too costly for the Woodrow Wilson Center to provide independently. In the past this has included such areas as legal, federal accounting, contracting, benefits administration, EEO services, labor relations, new employee background investigations, badging services, some library assistance including placing and administering orders for serials, access to an inspector general’s office, risk management, mail services, and archive management. This cost is estimated by Smithsonian Institution at an increase of 9%.

Smithsonian Fee by Object Class  
FY 2015, FY 2016, and FY 2017  
(Dollars in thousands)

<u>Object Class</u>	<u>FY 2015 Appropriation</u>	<u>FY 2016 Appropriation</u>	<u>FY 2017 Proposed</u>	<u>Difference between FY 2016 Appropriation and FY 2017 Proposed</u>
<u>Other Expenses</u>				
Intergovernmental Services	\$310	\$310	\$338	\$28
Subtotal - Non-Salary Expenses	<u>310</u>	<u>310</u>	<u>338</u>	<u>\$28</u>
Total	\$310	\$310	\$338	\$28

## OUTREACH AND COMMUNICATIONS

(Dollars in Thousands)

	<u>FY 2015 Appropriation</u>	<u>FY 2016 Appropriation</u>	<u>FY 2017 Proposed</u>	<u>Difference between FY 2016 Appropriation and FY 2017 Proposed</u>
Personnel - Cost	\$879	\$965	\$979	\$14
Operations	<u>356</u>	<u>330</u>	<u>202</u>	<u>(128)</u>
Total	\$1,235	\$1,295	\$1,181	(\$114)
<i>FTE</i>	8	8	8	

The External Relations Office plays a critical role in communicating the results of Center-supported programs and research. Through high-quality publications, broadcast-quality interviews with scholars, fellows, and staff; digitally distributed publications, including the *Wilson Quarterly* digital magazine; and peer-reviewed books and other publications from Woodrow Wilson Center Press, the Center is able to expand its intellectual appeal in multiple engaging formats. It also brands the Center and markets the work of Center programs and staff through keynote events such as Ground Truth Briefings, Director’s Forums, and National Conversations/Special Events cobranded with partners such as National Public Radio and Reuters; and media outreach and interaction across all media platforms, including print, broadcast, digital, and social. Working with the Center’s programs, projects, and staff, the External Relations Office reaches the full range of our stakeholders and target audiences, including policymakers and their staff, media, the private sector, nongovernmental organizations, academia, and donors and prospective donors.

The office’s operating activities comprise seven primary outreach and working units:

- (1) Digital outreach, which includes the [www.wilsoncenter.org](http://www.wilsoncenter.org) website, the Center’s social media presence (e.g., Facebook, Twitter), and targeted electronic messaging (e.g., event marketing emails, the Wilson Weekly e-newsletter);
- (2) Public affairs, which includes traditional and digital media relations and news presence
- (3) Public education and outreach, which includes the Woodrow Wilson Presidential Memorial exhibit;
- (4) Event and conference planning and management;
- (5) Audiovisual support and outreach, which includes live audiovisual production and support, post-event video release, and short-form video production and broadcast;

- (6) Woodrow Wilson Center Press (peer-reviewed scholarly books and related publications);  
and
- (7) The *Wilson Quarterly* digital magazine ([wilsonquarterly.org](http://wilsonquarterly.org)).

Salary and benefits funds cover expenses for some External Relations Office staff. The FY 2017 proposed operating budget represents a reduction of over 40 percent from the FY 2015. These funds are crucial to disseminating the Center’s nonpartisan research, debates, and dialogue to decision-makers, academia, and other domestic and international audiences. As new communications technologies continue to emerge and evolve, it is important that the Center maintain the requisite equipment, technology upgrades, and trained personnel to ensure that it is able to timely and adequately deliver information and disseminate its programming through various multimedia devices and channels. The Center will strive to obtain unrestricted donations from the private sector to make up this reduction in funding to avoid reducing the Center outreach activities.

## **Digital Outreach**

### ***Website***

Most often, the Wilson Center website is the first publicly visible representation of the Center’s programs and scholarship work, and it is a versatile, dynamic communications tool in a fast-changing media environment. Updated daily, it details forthcoming events, provides links to videos, transcripts, and news reports on completed meetings; showcases the latest media appearances of Center staff and scholars; and presents news on publications and recent broadcasts. Users can easily view and share Center-produced content (including audiovisual products such as event webcasts and media interviews with our scholars), subscribe to the Center’s e-newsletters and publications, and view application materials and deadlines for our grants and fellowships.

Traffic to the website continues to increase, up 17 percent from 2014 to 2015. In September 2015, the Center launched a newly redesigned site that is fully responsive and thus accessible from all mobile devices. The site design conforms to industry best practices and fully integrates with all Center social media channels, thereby maximizing the reach of our content. Appropriated funding will continue to support the ongoing need for website maintenance, software, and other upgrades necessary to remain current.

### ***Social media***

Through our robust social media efforts, the Wilson Center’s online audience is increasingly young, diverse, and global. Our growth on leading platforms like Facebook and Twitter has been among the strongest in the think tank community, and the Center has coupled our existing efforts with new strategies for emerging digital outlets ranging from Tumblr to LinkedIn to Flipboard, all with the goal of engaging readers, moving them up the ladder of engagement, and educating the public about the global issues that matter.

The Wilson Center's social media efforts, particularly on leading networks like Facebook and Twitter, have grown by leaps and bounds over the past two years. In February 2013, the Center had just over 3,000 "likes" on our Facebook page; as of September 2015, we have more than 85,000. In the first six months of 2015, more than 2.8 million people saw our posts on Facebook. Similarly, since January 2014, we have more than doubled our number of followers on Twitter, and our engagement rates and Twitter traffic have both increased drastically.

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

### ***Electronic marketing***

In August 2013, the Center began using Marketo, a cloud-based marketing automation system that manages the Center's contact database and provides email distribution and event registration tools. Since adopting Marketo, we have seen our overall contacts grow by 66 percent and email engagement in 2015 has risen 300 percent. The Wilson Weekly e-newsletter, which features interactive information on Center programs, events, scholars, and staff, has seen a 50 percent increase in subscriptions, from 16,000 in 2013 to 24,000 in 2015. Event registrations for Center programming also have significantly increased, from 5,200 registrants in 2013 to 32,000 registrants in 2015.

### **Public Affairs**

The Center continues vigorous efforts to place its work and research in the public sphere through media outreach. Compared to the same period in 2013, the Wilson Center has grown its broadcast media presence by more than 20 percent, and nearly doubled the number of commentary articles published in news sources. In a highly competitive market, the Wilson Center is consistently the fourth most-cited think tank among the media, regularly appearing in the media more than the New America Foundation, the Carnegie Endowment, and the Center for a New American Security.

Wilson Center scholars have written more than 100 policy analysis articles for top sources such as the *Wall Street Journal*, *New York Times*, and *Foreign Policy*. Wilson Center experts have also been interviewed on top broadcast programs, including 10 appearances on NPR's "Morning Edition" and "All Things Considered," as well as six appearances on Sunday public affairs programs such as CBS's *Face the Nation*, ABC's *This Week*, and *Fox News Sunday*. The Center continues vigorous efforts to place its work and research in the public sphere through media outreach, growing its media profile across broadcast and print and new media.

## **Public Education and Outreach**

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

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

In 2015, the Wilson Center continued its signature series of Ground Truth Briefings to highlight fast-breaking foreign policy issues of critical importance to the United States and the international community. These teleconferences bring together analysts, policymakers, journalists, and scholars who can offer real-time briefings of key foreign policy issues—not just from Washington but from Wilson Center Scholars, Fellows, and noted experts who are on the ground in hot spots around the globe. Thus far, we have held more than 50 Ground Truth Briefings on current events such as the following:

- Eurozone financial crisis
- Ongoing Russian involvement in Ukraine
- Iranian nuclear negotiations
- U.S.-Cuban diplomatic relations
- The 2015 Israeli elections
- The Islamic State and the Syrian opposition
- The Ebola outbreak

The Center will continue to coordinate these Ground Truth Briefings, tapping into the expertise of our fellows and colleagues around the world.

## **Event and Conference Planning and Management**

In FY 2015, the External Relations event and conference planning working unit produced a number of special events that were held in packed auditoriums to audiences of policymakers, academics, and scholars. The topics of conversation ranged from high-profile issues such as the threat of the Islamic State, the future of U.S. immigration policy, and current challenges to Euro-Atlantic security, to thought-provoking analyses of history and politics, including a conversation with renowned political scientist Dr. Joseph Nye Jr. and two partnered events with Reuters and the McConnell Center on the lessons learned from World War I.

The Center's highly regarded Director's Forum series had several recent high-profile speakers, including three heads of state—President Jakaya Mrisho Kikwete of Tanzania, President Toomas Hendrik Ilves of Estonia, and President Juan Orlando Hernández of Honduras. Other notable recent Director's Forum speakers include the following:

- Madeleine Albright, former Secretary of State and former Wilson Center Fellow
- General John Allen, Special Presidential Envoy for the Global Coalition to Counter ISIL
- Ambassador Michael Froman, United States Trade Representative
- Jeh Johnson, Secretary of Homeland Security
- Lisa Monaco, Homeland Security Advisor and Chief Counterterrorism Advisor
- Ernest Moniz, Secretary of Energy
- Senator Chris Murphy (D-CT)
- Daniel Poneman, Deputy Secretary of Energy

Along with similar events, the Center will continue to produce well-run programming on issues that matter to policymakers and the public, such as the year's most underreported news stories and ongoing unrest overseas.

## **Audiovisual Support and Outreach**

### ***Audiovisual Support and Production***

The Audiovisual Support and Production unit provides media and audiovisual services for more than 1,000 meetings per year, for the Center's broadcast studio, for short-format online video, and for other special video projects. Services also include technical support and logistics for the visiting electronic media and related technical facilities management. Audiovisual productions include services for live event presentation and communications, from the technology for public presentation, video, and web conferencing to television production and webcasting. The audiovisual support, media services, and media production facilities continue to help define the Center's public image as a leader in projecting ideas on international public policy.

Enhancing the outreach efforts of the Center, Audiovisual Support also provides ongoing media production support for visiting press during their coverage of Center events and for their use of

the in-house television studio to access Center experts. Press organizations supported on a regular basis include commercial U.S. broadcast and cable news networks, National Public Radio and Voice of America, and international broadcasters such as the BBC, Al-Hurra TV, the Canadian Broadcasting Corporation, and other foreign television press.

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

Operations and equipment maintenance continue for the Center's audiovisual production systems, including the TV studio, radio and video editing suite, streaming web servers, video production equipment, auditorium, and conference rooms.

### ***Broadcasting and Multimedia Productions***

Wilson Center ON DEMAND, our Internet-friendly roster of broadcast-quality video features enables the Center to share content via YouTube, iTunes, and other popular social media and web-based platforms. The lineup includes the following features:

- CONTEXT, video briefings on important issues delivered by recognized global experts;
- NOW, a discussion format program that offers relevant insights into vital issues and events;
- TRENDING, analysis and commentary on breaking news; and
- REWIND, a short news feature summary of Wilson Center events and initiatives.

These programs provide fora for evidence-based, civil, and nonpartisan explorations of a wide range of issues. Topics and guests provide deep insight and context that extends to history and culture as well as current events. The programs also provide a showcase for Wilson staff and fellows and reflect the institutions convening power through its inclusion of voices from outside the Center. Wilson Center ON DEMAND programs feature thought-provoking, fair, and inclusive approaches that distinguish the Center as a safe haven for policy discussions that go far beyond partisan talking points. The Center is well-positioned to continue to provide content in a relevant manner thanks to our in-house video production capacity.

### **Woodrow Wilson Center Press**

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

Several recent Press publications have put the Center's scholarly work into the middle of key domestic and international public policy issues. Most recently, Gabriel Weimann's *Terrorism in Cyberspace: The Next Generation* (published April 2015) highlighted the rise of "lone wolf" terrorism and the spread of online terrorist networks. On a more international scale, the late Alfonso Quiroz's *Corrupt Circles* (first published in 2008), a history of corruption in Peru since colonial times, became a central resource in that country's public debate over corruption following the book's publication in Spanish in Peru in May 2013. *Historia de la corrupción en el Perú* sold out its first printing in two weeks, was one of the top five bestsellers in Peru from May to November 2013, and has by now almost sold through a mass-market edition of 10,000 copies.

Woodrow Wilson Center Press books are marketed through co-publishing relationships with major university presses, principally those of Columbia and Stanford. The Press edits and manufactures the books, and the partner presses advertise and sell the publications. Co-publishing allows the Press to reach specialist readers throughout the world. Press books are available in traditional hardcover and paperback editions, and e-book distribution is increasingly available.

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

Books published in FY 2015

- *Terrorists' Use of the Internet*
- *Internet Ethics, Morality, and Law*
- *The Basij Militia and Social Control in Iran*
- *The Euromissile Crisis and the End of the Cold War*
- *Regional Cold Wars in Europe, East Asia, and the Middle East*
- *Communist Poland versus Radio Free Europe*
- *The Economy of Migrant Remittances in Peru*
- *The Revival of Islam in Saddam Hussein's Iraq*
- *International Assistance for State-Building in Postconflict Kosovo*
- *Back-Channel Diplomacy and the Israeli-Palestinian Conflict*

Books currently in editing and production

- *International Peacebuilding Efforts in Preventing and Mitigating Violent Conflict*
- *Jimmy Carter and U.S. Cold War Policy toward Africa in the Late 1970s*
- *Women Migrants in Moldova and Istanbul*
- *U.S.-France Antagonism during the 2003 Gulf War*
- *The Madrid Train Bombing of March 2004 and Its Links to al-Qaeda*
- *The Politics of Uncertainty in the Later Cold War*

The Press is also responsible for publishing Wilson Briefs (the Briefs), a series of short-form topical analyses that provide critical policy recommendations. These 1,000- to 1,500-word analyses of current policy questions, written by Wilson Center experts, concisely present the essential points of a topic and move toward a set of policy recommendations. The Briefs are published principally on the Center’s website, shared electronically, and, as needed, in print. The Briefs series began in its current form in FY 2014; with the goal of publishing one or two a month.

Recent briefs have included the following:

- “How the International Monetary Fund and World Trade Organization Can Promote Fair Trade,” by Meg Lundsager
- “Promoting a Global Energy System for U.S. Security,” by Jan Kalicki
- “Confronting Terror-affiliated Hacktivists,” by Meg King and Grayson Clary
- “China in Space: How Europe and the United States Can Align Their Views and Boost Cooperation,” by Nicola Casarini
- “How Cities Can Foster Tolerance and Acceptance,” by Blair A. Ruble

### **The Wilson Quarterly**

*The Wilson Quarterly (WQ)* is an award-winning magazine of ideas and information. In spring 2014, *WQ* switched to a stunning new online format. Building on the original magazine’s proud tradition of bringing the latest thinking of fellows and other researchers to a broad national audience in order to enhance democratic debate, the relaunched *WQ* is available to an even broader audience: it is primed for the digital/social age, does not require subscriptions or use paywalls, and uses a responsive design that is accessible on all devices. *WQ*’s new platform enables the Center to tell immersive stories about the people, events, and ideas that shape the world while drawing on the work of the Center’s fellows and staff, as well as outside experts. In October 2014, we were honored with two prestigious EPPY Awards (Best Relaunch & Best Overall Design), awarded by *Editor & Publisher* magazine in recognition of the highest achievements in the publishing field.

The new, visually impactful, web-based *WQ* aims to provide an ongoing stream of content about current events and ideas, punctuated once a quarter by a cluster of pieces examining one theme or issue from a variety of angles and in various formats.

- Winter 2015 cluster: “The Great Wars,” on World War I (which marks its 100th anniversary) and World War II (which marks its 75th).
- Spring 2015 cluster, “American Fissures,” on the fault lines of race, class, identity, and culture in America today.
- Summer 2015 cluster, “Coming Together, Coming Apart,” on the push and pull of globalization and the age of connection..

Future clusters in FY 2016 will look at aspects of transitions and migration of people, ideas, goods, and identities, and will consider the changes and challenges that await the post-Obama world. We will continue to explore the world of ideas, from renewable energy to the stresses of a changing climate; from the challenges of the women of Afghanistan to the inchoate realities of Silicon Valley; from governmental corruption to the anniversary of the summer of love; always with a love of ideas and a passion for the American experiment.

Outreach and Communications by Object Class  
 FY 2015, FY 2016, and FY 2017  
 (Dollars in Thousands)

Object Class	FY 2015 Appropriation	FY 2016 Appropriation	FY 2017 Proposed	Difference between FY 2016 Appropriation and FY 2017 Proposed
<u>Compensation and Benefits</u>				
Personnel - Compensation	\$660	\$724	\$731	\$7
Personnel - Benefits	219	241	248	7
Subtotal - Compensation and Benefits	<u>\$879</u>	<u>\$965</u>	<u>\$979</u>	<u>\$14</u>
<u>Other Expenses</u>				
Travel (transportation & subsistence of persons)	\$1	\$1	\$1	\$0
Transportation of things	2	3	3	0
/communications/utilities/postage	2	3	3	0
Printing/reproduction/photography/forms/publications	10	18	18	0
Advisory/assistance services/honorarium	15	15	10	(5)
Professional services	90	89	63	(26)
IT support & maintenance	150	140	93	(47)
Training	2	2	2	0
Equipment/furniture/software	76	58	8	(50)
Outreach -advertising/marketing/public announcements	10	4	4	0
Subtotal - Non-Salary Expenses	<u>\$356</u>	<u>\$330</u>	<u>\$202</u>	<u>(\$128)</u>
Total	\$1,235	\$1,295	\$1,181	(\$114)

## BUILDING REQUIREMENTS

(Dollars in Thousands)

FY 2015 Appropriation	FY 2016 Appropriation	FY 2017 Proposed	Difference between FY 2016 Appropriation and FY 2017 Proposed
\$160	\$155	\$110	(\$45)

The costs related to facility maintenance, renovation and operations are included in Building Requirements. Since the Center occupies space in a federally-owned building (Ronald Reagan Building), managed and maintained by the General Services Administration (GSA) facility management team, contractors and/or the Department of Homeland Security and their contractors provide many required services to the Center for which we pay. Expenditures in this category cover primarily after-hours utilities, guard, janitorial service; preventative maintenance on agency owned HVAC equipment; and general facility maintenance, renovation, supplies, repair and electric/wiring work via Reimbursable Work Authorizations. All of these services will be scaled commensurate with the proposed reduction in funding.

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

### Building Requirements by Object Class FY 2015, FY 2016, and FY 2017 (Dollars in Thousands)

<u>Object Class</u>	FY 2015 Appropriation	FY 2016 Appropriation	FY 2017 Proposed	Difference between FY 2016 Appropriation and FY 2017 Proposed
<u>Other Expenses</u>				
Operations and maintenance of facilities	\$160	\$155	\$110	(\$45)
Subtotal - Non-Salary Expenses	\$160	\$155	\$110	(\$45)
Total	\$160	\$155	\$110	(\$45)

APPENDICES

CONSOLIDATED STATEMENTS, FY 2015, FY 2016, AND FY 2017  
(Dollars in Thousands)

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

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

Total - All Activities	Non-Appropriated Funds				Appropriation/ Request
	Beginning Net Assets	Income	Expenses	Ending Net Assets	
FY 2015 *	\$59,430,000	\$16,904,000	\$22,473,000	\$53,861,000	\$10,500,000
FY 2016 (estimate)	\$53,861,000	\$18,831,000	\$21,725,000	\$50,967,000	\$10,500,000
FY 2017 (estimate)	\$50,967,000	\$15,274,000	\$20,496,000	\$45,745,000	\$10,400,000

\* - At time of publication the FY 2015 audit was pending completion.

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

Endowment principal balances are shown on the final three pages of these appendices.

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

General Center & Outreach	Non-Appropriated Funds			Ending Net Assests	Appropriation/Request
	Beginning Net Assets	Income	Expenses		
FY 2015 *	\$48,271,000	\$8,236,000	\$10,524,000	\$45,983,000	\$4,982,000
FY 2016 (estimate)	\$45,983,000	\$10,386,000	\$13,685,000	\$42,684,000	\$5,053,000
FY 2017 (estimate)	\$42,684,000	\$10,600,000	\$13,800,000	\$39,484,000	\$4,811,000

\* - At time of publication the FY 2015 audit was pending completion.

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

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

The General Center appropriation figure includes a portion of the Center’s administration, operations, building requirements, Smithsonian fee, as well as some of the Outreach/External Affairs Office funding for personnel and operations.

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

Programs, Projects, Fellowships & Scholarships	Non-Appropriated Funds				Appropriation/ Request
	Beginning Net Assets	Income	Expenses	Ending Net Assets	
FY 2015 *	\$11,159,000	\$ 8,668,000	\$ 11,949,000	\$7,878,000	\$5,518,000
FY 2016 (estimate)	\$7,878,000	\$ 8,445,000	\$ 8,040,000	\$8,283,000	\$5,447,000
FY 2017 (estimate)	\$8,283,000	\$ 4,674,000	\$ 6,696,000	\$6,261,000	\$5,589,000

\* - At time of publication the FY 2015 audit was pending completion.

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

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

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

The Appropriation column in this section includes independent research grants to fellows, administrative costs for fellowship competition and fellow support services, and Public Service personnel costs for some of the Center’s program directors and assistants,

## REGIONAL AND RELEVANT ISSUES CURRENTLY BEING STUDIED AT THE WILSON CENTER

### **Africa Program**

The Africa Program's mission is to address the most critical issues facing Africa; to foster policy-focused dialogue about and options for stronger and mutually beneficial U.S.-Africa relations; and to enhance knowledge and understanding about Africa in the United States. The Program has four programmatic pillars:

1. Inclusive governance and leadership
2. Conflict prevention and peacebuilding
3. Trade, investment, and sustainable development
4. Africa's evolving role in the global arena

The Program also maintains a cross-cutting focus on the roles of women, youth, and technology, which are critical to Africa's future: to supporting good governance, to securing peaceful communities, to assuring sustainable development, and to enhancing international dialogue.

Through its research and analysis, public events, projects, and media outreach, the program has succeeded in engaging Congress, policymakers, and staffers across the U.S. government; African officials and policymakers; subject matter experts; and practitioners on key issues in Africa and in U.S.-Africa relations. Through its Southern Voices Network scholarship, the program publishes a series of policy briefs designed to highlight issues in Africa policy and provide expert analyses. The program also coordinates several working groups, which serve to create linkages between key stakeholders to review policy options on some of the most difficult issues on the continent. Past and current working groups have delved into challenges facing the Sudans, the Horn of Africa, Nigeria, the Central African Republic, and the Sahel.

### Our Impact:

The Africa Program seeks to inform and advance U.S. policy towards the continent and foster sustainable peace and development.

**Conflict, security, and peacebuilding:** Conflict management continues to be a major policy priority for the USG, with the U.S. contributing 28.38% of the UN peacekeeping budget for 2013-2015, by far the largest single country contribution. Through the Southern Voices Network, the Africa Program fosters dialogue between U.S. officials and leading African scholars on conflict prevention, peacebuilding, and state-building. The Program hosts top policy researchers from the continent at the Wilson Center for in-depth conversations with key Washington stakeholders, and produces policy briefs and research papers that provide African perspectives on U.S. policy objectives. Likewise, the Program's Sudans Working Group gathers core actors from the U.S. government, practitioners, advocacy groups, and academia to discuss

developments in Sudan and South Sudan and debate effective strategies for U.S. engagement in a safe and private space. The Africa Program director regularly presents at U.S. agencies, including Department of Defense conferences on gender mainstreaming in Africa and the Land Forces Summit in Senegal, to discuss U.S.-Africa security cooperation. Our events on pressing issues like Boko Haram, as well as our regular participation in Congressional events on African elections and governance, aim to inform U.S. strategies that will reduce insecurity in Africa, and therefore minimize the cost of conflict management in Africa.

**Trade and investment:** Trade and investment has increasingly become a cornerstone of U.S. engagement in Africa. However, the potential for mutually beneficial economic relations between the U.S. and Africa, including the growth of both U.S. and African jobs, has not yet been fully tapped. The Africa Program has become a central hub for dialogue on U.S.-Africa economic relations, bringing together top business, political, and regional leaders to discuss both the progress in and the remaining roadblocks to expanded trade and investment in Africa. The Program facilitated several high-level dialogues on the reauthorization of the African Growth and Opportunity Act (AGOA) between the U.S. Congress and senior officials from the African Union, including the Chairperson of the African Union Commission and the AU Commissioner for Trade and Industry. In FY 2015, the Program launched the Brown Capital Management Africa Forum, a 5-year series of forward-leaning programming that addresses key economic, business, and development issues in Africa and in U.S.-Africa relations.

**U.S.-Africa relations:** The Program serves as a valuable resource for the USG through the provision of critical analyses on key African issues of U.S. interest. The Program Director has conducted briefings for several agencies, including Congressional staffers, the Secretary of Commerce prior to a trade mission to Africa, the State Department prior to the 2014 U.S.-Africa Leaders Summit, and the White House prior to the President's 2015 trip to Kenya and Ethiopia. The Program fosters a nonpartisan space for critical conversation on U.S.-Africa issues, hosting leaders from across the political spectrum, including Congressman Ed Royce and Congressmember Karen Bass, who are spearheading U.S. engagement with Africa. Likewise, the Program creates opportunities for dialogue with top African officials, including hosting a conversation with H.E. Jakaya Kikwete, President of Tanzania, and a public discussion on the Role of Multilateral Institutions in Trade and Investment in Africa with Dr. Donald Kaberuka, President of the African Development Bank in FY 2015.

In 2016 and 2017, the Africa Program intends to continue its cutting-edge programs, research, and support to USG to highlight new opportunities for enhancing trade and development relations between the U.S. and Africa; examine the most effective conflict prevention and peacebuilding measures on the continent; and illuminate best practices for inclusive governance at the national and subnational levels.

## Asia Program

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

In the coming two years, the Asia Program hopes to increasingly focus its activities on issues related to U.S. policy in Asia, and overall relations between the United States and the countries of Asia. Already such activities have intensified, with events and reports over the last year focusing on the Trans-Pacific Partnership negotiations and elements of the U.S. rebalance to Asia. In the coming months, the Asia Program intends to deepen its focus on India. Overall, the Asia Program wishes to provide a trusted space for debate on two central questions of U.S. foreign policy: How should Washington be engaged in a changing Asia region, and how should U.S. policies be reoriented to reflect the evolving political and economic landscape in Asia?

At the same time, the Asia Program intends to maintain its long-standing focus on the Afghanistan-Pakistan and on Japan, Taiwan, and the Korean Peninsula. Over the last year, Asia Program activities have covered the future of Afghanistan, women's issues in Afghanistan and Pakistan, the energy crisis in Pakistan, violent extremism in Pakistan, and the change in dynamics between two of Asia's biggest powers, China and Japan. Activities have also covered ongoing territorial disputes among East Asian and Southeast Asian nations, the Japan-India relationship, the rise of nationalism and the politics of historical memory, demographics in Japan, security issues in Taiwan, and U.S.-Korea relations.

The Asia Program and its products have made a significant impact on the policymaking community in Washington. Asia Program experts have frequently been called on by the State Department, Treasury Department, the Commerce Department, USAID, the U.S. military, and Capitol Hill staffers, among others, to provide briefings and expertise on a range of issues in Asia—from trade to terrorism. Asia Program products and the expertise of its staffers and affiliated scholars are regularly cited in major media. The Asia Program has also been informed that its reports have been used to help in the formulation of program design for U.S. government agencies.

## Canada Institute

The Canada Institute's mission is to build knowledge, build linkages and feed the policymaking process in Washington. The Canada Institute aims to increase relevant programming, increase dedicated fundraising to ensure financial stability, leverage partnerships, enhance our reputation, and increase our geographic diversity. The Institute will focus on trade and the economy, energy, security, the border, the environment, innovation, infrastructure, and social issues. This year, the Canada Institute has added the Polar Initiative which will focus exclusively on enhancing the understanding of both the Arctic and Antarctic poles.

The bulk of the Canada Institute's revenue comes from private sector fundraising dinners which are organized with the Wilson Center's Development Office. The Canada Institute currently receives a nominal gift from the Embassy to ensure that the Canada Institute maintains its charitable tax status in Canada. The Institute continues to receive some financial support from the governments of Quebec and Alberta that support programming and travel. Additional financial support comes from donations from corporate and individual members of the Canada Institute Advisory Board, one-time corporate sponsorships of specific Canada Institute programs, as well as some smaller donations. This year, the Canada Institute has received a number of small grants to do programming on Arctic and comparative health care issues.

The Canada Institute's *One Issue, Two Voices* publication series pairs prominent American and Canadian experts to discuss concerns in the bilateral relationship. Recent issues have focused on executive labor mobility for professionals doing business in Canada and the United States, off-shore drilling regimes, non-tariff trade barriers, and the Beyond the Border Action Plan. The most recent issue focuses on supply management in agriculture and the next issue will focus on capital markets in both countries.

The Canada Institute's recent programming highlights include events on Alberta's dramatic election results, Canada's current military regime, Canadian hydropower and the Clean Power Plan, the impact of falling oil prices around the globe, the importance of Canadian business investment in the U.S. economy, North America energy infrastructure, and North American competitiveness. Additionally, the Canada Institute hosted Quebec's Minister of International Relations Christine St-Pierre and Ontario Premier Kathleen Wynne.

The Canada Institute's FY 2016 and FY 2017 programming will focus particularly on energy and the environment, international trade, innovation and border security. The Canada Institute will continue to collaborate on a variety of topics with other programs at the Wilson Center.

Specific programming for FY 2016 includes events on public-private partnerships, North American energy, comparative health care, the Trans-Pacific Partnership, continental agriculture trade, and the Canadian federal election. Through FY 2016 and FY 2017, the Canada

Institute will continue to study the energy relationship between the two countries, their international trade obligations, and how both nations plan to tackle climate change.

## **Polar Initiative**

The Wilson Center's Polar Initiative convenes and fosters discussion on research and programmatic activity on Arctic and Antarctic issues, investigating the geopolitical, human, and environmental challenges of the Polar Regions. Formally launched on June 1, 2015, this multi-program effort coordinates activity among Wilson Center experts and encourages investigation in a variety of issue areas.

The geopolitical changes resulting from the end of the Cold War, ongoing climate change, and the potential for greater economic and resource development have greatly increased the strategic importance of the Polar Regions. Managing the many changes emerging from this shift—including, but not limited to, environmental, economic, security, and human security issues—demands serious expertise that the Wilson Center can help provide.

The Polar Initiative examines the following sectoral issues:

- People: indigenous communities, resilience, health, mental health, and sustainable Northern communities
- Business and economic initiatives and public-private cooperation: Arctic Economic Council, corporate social responsibility, social license
- Energy: oil, natural gas, and mineral exploitation along and off Arctic shores
- Fishing and scientific cooperation
- Maritime transportation: standards, mapping, sea routes, search and rescue, infrastructure, insurance
- U.S.-Canada bilateral relationship: Yukon-Alaska, railroads, highways, cooperation

The United States plays a leading role in Arctic governance, due both to its geographic and its geo-political influence. From 2015 to 2017, the United States will chair the Arctic Council, the primary multilateral forum for Arctic matters. At the other pole, the United States plays a critical role in scientific exploration in Antarctica and its interactions with the rest of the planet. The United States is a leader in the Antarctic Treaty Organization, which has shielded the world's last wild continent from conflict and resource exploitation for more than half a century.

The Polar Initiative aims to build public awareness of Polar issues among policymakers, NGOs, the business community, and the media. In doing so, it seeks to collaborate with Arctic stakeholders, particularly indigenous communities and residents, national and subnational

governments, businesses, and scientists. The Polar Initiative intends to expand public conversations on the Arctic to encompass a broad range of voices and issues. The program has already received some media and political attention since its recent start.

Consistent with past Wilson Center initiatives the Polar Initiative has leveraged the essential Federal Conference Funds provided by annual appropriation. The Center has already received its first foundation grant in support of these endeavors. Development efforts are underway to seek funding from corporate, foundation, and foreign embassy sources to support salary and benefits, conferences and publications, as well as travel and research beyond 2016.

Conferences that took place in FY 2015 include “Human Security and Development in the Arctic,” “Can Russian-Western Cooperation in the Arctic Survive the Current Conflict?,” and “Living Through Extremes: Building Livelihood Resilience Across Sectors and Countries.”

For FY 2016, the Polar Initiative will host a conference on “Arctic Shipping: Challenges for the United States and Canada in the New Geo-Political Reality,” that will look at U.S.-Russia cooperation in the Bering Strait and Bering Sea region. Plans are underway for a follow-up conference to the human security conference to look at economic security of northern peoples. In addition, the program is investigating a conference on “Russian Sanctions, China, and the Arctic,” in cooperation with the Kennan Institute and the Kissinger Institute.

Topics to be explored in FY 2017 include resource development in the Arctic and Antarctic, China’s actions in the Southern Ocean and related activity in Antarctica, and whether the Arctic Economic Council is a good model for economic development in the Arctic.

## **Global Europe**

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

Building on the success of last year’s programming, in FY 2015 Global Europe continued to focus on key topics, including: the Transatlantic Trade and Investment Partnership, the Eurozone

financial crisis, the EU's relationship with Turkey, the Ukraine crisis and European Energy Security. In light of recent developments, the program has paid close attention to EU integration, enlargement, reform and challenges to preserving the EU's unity amidst growing Euro-skepticism.

In FY 2016 Global Europe aims to broaden its topical reach through conferences, workshops and publications dedicated to European financial issues, energy security and the EU's global engagement in strategically important regions. In addition, the program plans to once again host its annual, cornerstone public events, namely: the *Ahtisaari Symposium on European Security in a Global Perspective*, "Swiss Day," and the *Ion Ratiu Democracy Award (IRDA) Workshop*. Organized with Finnish funders, the Ahtisaari Symposium convenes academics and policy experts to discuss ensuring security and stability in the region. "Swiss Day," co-sponsored by partners at the Swiss Embassy and the University of Zurich, focuses on policy areas important to both the U.S. and Switzerland. The IRDA, sponsored by the Ratiu Family Foundation and the Ratiu Center for Democracy aims to bring visibility and international recognition to the ideas and accomplishments of individuals working on behalf of democracy.

Global Europe seeks to foster cross-country and cross-cultural dialogue on significant topics pertaining to Europe's role in an expanding transnational community. The program boasts an extensive alumni network and distinguished Fellows, either in residence at the Center, or belonging to the prestigious Global Fellows program.

In FY 2015, scholars in residence were funded by the Center's federal appropriation, Swiss partners, Finnish foundations, and a Department of State Title VIII grant (in its last year). The Swiss and Finnish Fellowship programs each bring two to three scholars to the Center annually. Following the renewal of an exchange with the Romanian Cultural Institute, Global Europe will welcome an additional three scholars per year.

Funding for future programmatic activities will be provided by foundation grants from Europe. As it continues to grow, Global Europe will also seek contributions from key partners in the region.

### **Global Women's Leadership Initiative**

The Global Women's Leadership Initiative (GWLI) at the Wilson Center is a unique platform for change – connecting current and emerging leaders, raising the profile of critical issues, advancing inclusive policies, and bringing new research to the forefront. By building networks, encouraging dialogue and targeted trainings which build on research and connect women leaders in all sectors, GWLI strives to inspire a new generation of women leaders.

The GWLI houses the Women in Public Service Project (WPSP), which seeks to advance the full and equal participation of women in public service with a goal of 50 by 50: 50% of public service roles at all levels held by women by 2050. The WPSP was launched by Secretary of State Hillary Clinton in 2011 in partnership with the State Department and five leading women's colleges

and has grown to include 90 academic institutions, government entities, multilateral agencies, and private corporations worldwide.

In 2015 the GWLI held various conferences and convenings including a discussion with Valerie Hudson on the new book *The Hillary Doctrine: Sex and American Foreign Policy*. The discussion focused on the underlying importance of the situation, security and status of women in evaluating the strength of a nation, whether food security, wealth, peacefulness, or quality of governance. In collaboration with the Middle East Program the GWLI hosted an event entitled “Egyptian Women: Small Steps Ahead on a Very Long Journey” which analyzed the instrumental role women played in the success of the Egyptian revolution.

The Wilson Center in collaboration with WSPSP Institute at Mills College focused on “Women, Water, and the World: How Women Can Solve the Earth’s Water Crisis.” Institute participants were drawn from around the globe with an emphasis on working to re-build their communities, expanding their public service orientation, and promoting sustainable economic livelihoods. How women use water, share knowledge, and promote sound management and conservation of water are key issues for our planet’s future and critical issues for women in public service. The WSPSP also heled the second annual WSPSP Institute at China Women’s University in July 2014 with Ford Foundation China.,

In addition to WSPSP programming, the GWLI continued to bring together stakeholders to share developments and opportunities for legal and policy reform, and to strategize on follow up action steps to address challenges. In 2016 the GWLI will facilitate initiatives including a literature review of the impact of women’s leadership on policy, development, and intergenerational change; a baseline study to determine current levels of women’s decision-making in public service, identify gaps, and prioritize areas of intervention; and an impact assessment of WSPSP programming.

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

Dr. Henry Kissinger believes that a strong relationship between China and the United States is vital to geopolitical security. American and Chinese leaders seek his expertise because his advice is:

- Informed by study of the history and values that shape Chinese and American policy;
- Direct in addressing challenges in the relationship; and
- Balanced in treating both nations in a critical, respectful manner.

The mission of the Wilson Center’s Kissinger Institute is to ensure that informed engagement remains the cornerstone of U.S.-China relations.

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

A comprehensive approach to U.S.-China policy must be based not only on American interests, but on an understanding of the cultural foundations of Chinese strategy as well. The Kissinger Institute is uniquely positioned to gather and present that perspective by working with Chinese institutions and by conducting the type of policy-relevant research that is the hallmark of the Wilson Center. The Kissinger Institute helps American and Chinese policymakers and professionals by structuring its programs around three questions:

1. How does China see itself?
2. What assumptions do China and the U.S. make about each other as competitors and partners?
3. How do China and the U.S. view their roles in shaping world order?

## MAJOR PROGRAMS

### How China Sees Itself:

#### *Beyond Power and Money: Foundational Issues in U.S.-China Relations*

U.S.-China relations are informed by historical experience and values as well as by current interests and capabilities. Through public programs, publications, and private briefings, the Kissinger Institute brings cultural and historical insights to analyses of bilateral relations.

#### *Chinese-Language and Bilingual Programs*

As the only U.S. think tank that regularly hosts lectures and conferences in Mandarin, the Kissinger Institute is the premier platform for Chinese voices in Washington and for explaining Chinese opinion to American policymakers and public audiences.

### Chinese and American Perceptions:

#### *U.S.-China Security Perceptions Survey*

In partnership with the Carnegie Endowment for International Peace and a Chinese military think tank, the Kissinger Institute is conducting a major survey of elite and popular opinion in both countries on comparative hard and soft power in 2016 and beyond.

*The Month in U.S.-China Relations newsletter and China NOW videos*

The Kissinger Institute offers the only e-newsletter for American institutions that cooperate with Chinese partners to solve joint challenges.

China and the United States as World Powers:

*The U.S.-China Global Leadership Monitor*

The Kissinger Institute is building a bilingual database that establishes baselines for discussion of Chinese and American roles in shaping world order and that tracks each nation's contributions to and compliance with established international rules.

*China and Russia: On Their Own Terms*

Working with the Wilson Center's Kennan Institute, the Kissinger Institute presents Russian and Chinese analyses of their own nations' goals, their partnership, and their attitudes toward the United States.

### **Kennan Institute for Advanced Russian Studies**

The Kennan Institute is the premier U.S. national center for advanced research on Russia and Eurasia. For over 40 years, the Institute has built and sustained academic and cultural exchange and dialogue between Russia and the United States. The mission of the Kennan Institute is to build and sustain deep mutual understanding, cooperation, and exchange among intellectual and opinion leaders in the United States, Russia, and the surrounding states—a bedrock for regional and global peace, prosperity and security.

The Kennan Institute's investment in people, including scholars, policymakers, and students, has helped shape the fabric of the professional communities throughout America, Russia, and Eurasia that engage in issues of mutual concern.

Kennan Institute American alumni constitute the backbone of Russia and Eurasia expertise in the Washington, DC area and across the United States. They and their colleagues are the professors who will inspire and instill in students a deep appreciation for Russian history, literature, and culture for years to come. Our Russian and Ukrainian alumni have returned home with a greater understanding of the United States and newly forged professional contacts that have long benefitted the region's ability to engage with the United States. Our extensive alumni networks in Russia and Ukraine represent a critical asset for international dialogue and expertise across a broad range of the social sciences.

The Kennan Institute is also dedicated to disseminating the expertise of its scholars and invited experts on Russia widely. The Institute hosts more than 50 public events every year that are

free and open to the public, and has made video and audio recordings of these events publicly available online for educational and research purposes. The Institute has published over 300 academic occasional papers and dozens of special reports and books. In recent years, the Kennan Institute has greatly increased its digital outreach, both on email and social media, including a new digital format for policy-relevant analysis called the Kennan Cable. Additionally, Kennan staff and scholars are committed to sharing their research with the public, frequently appearing to offer comment and analysis of current events in print, television, and radio media.

The Kennan Institute considers it a top priority to integrate the writings and expertise of its large alumni network in Russia and Ukraine with its programming and publications in Washington, DC. By taking better advantage of this community of experts, the Institute will better inform its American audience and build stronger bridges of dialogue between the social science and policy communities of the United States and the Eurasian region.

In years past, the Kennan Institute focused on issues of thematic concern, often well before those issues emerged as areas of policy concern. In the 1980s the Kennan Institute examined nationalism as a problem for Soviet governance. In the 1990s, the Institute focused on rural and regional Russia when other institutions focused on Moscow. And in the 2000s the Kennan Institute worked on migration, tolerance, and rule of law issues.

That tradition endures. Priorities for Kennan Institute programs in the coming years include:

- Citizenship and Law in Russia
- Lessons for U.S. Diplomacy from the Cold War
- Reconciliation and Trust in Europe/Eurasia: Lessons from Historical Case Studies

New initiatives from the Kennan Institute include:

**Kennan Conversations:** The Kennan Institute is working with local partners to bring top scholars and experts to deliver lectures and engage with local media in cities across the United States. The goal of the program is to provide those local audiences with a chance to hear from and engage with top experts on Russia and Ukraine, including scholars from the region. So far, Kennan Conversations have taken place in Indianapolis, Birmingham, Wichita, Albuquerque, Boise, Grand Rapids, and San Francisco.

**Security:** The Kennan Institute is collaborating with Wilson Center public policy scholar Michael Kofman to develop programming related to security issues including the military aspects of the conflict in Ukraine, Russian military preparedness and doctrine, and security issues in the states bordering Russia.

## Latin American Program

Non-appropriated funds are derived from government and foundation grants, individual donations, and private corporations. These funds are used to support the staff salaries and activities of several multi-year projects, which deal with critical issues of public policy. These issues include U.S.-Latin American relations; democratic governance in the hemisphere; economic competitiveness; scientific and technological innovation; migration; citizen security and organized crime; trade policy; adaptation to climate change; and the alleviation of poverty and inequality.

Projects devoted to the issues noted above use the Wilson Center's unquestioned reputation for non-partisan debate and the highest academic standards to convene high-level meetings and commission cutting-edge research that informs key members of the policy community in this country and throughout the hemisphere. Non-appropriated funds also enable the Latin American Program to disseminate the results of meetings and research in the form of multimedia 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. Examples of conferences held in the past year with non-appropriated and appropriated funds were: "Overview of Upcoming Elections in Latin America;" "Climate Change and Vulnerable Watersheds in the Andes: A Decision-makers' Discussion on Governance and Institutional Capacity;" "Inequality in a Lower Growth Latin America;" "Falling Oil Prices: Changing Implications for Global Producers;" "China's Foreign Policy in a New Era of Sino-Latin American Relations;" "Public Opinion and the Peace Process in Colombia;" "Citizen Security from the Ground-Up: Improving Practice at the Local Level;" and "Youth Repatriation in Guatemala: The Realities of Returning Home."

Current and future projects include research and programming on the Pacific Alliance (Chile, Colombia, Mexico, and Peru); improving citizen security in the Americas with a focus on municipalities; enhancing regional competitiveness and scientific and technological cooperation; policies to respond to migration trends; and U.S.-Latin American relations. Some of the conferences planned for the coming year include: "The Political Economy of Natural Resource Extraction in Latin America;" "The Oil and Gas Industries in Colombia and Argentina;" "Colombia's Peace Process: Challenges and Opportunities for Ending the Conflict;" "Border Security and Immigration along the Mexico-Guatemala Border;" "The Emerging Political Challenges of Latin America's Middle Class;" "Innovation Policy in Latin America: Enhancing its Effectiveness."

Future events and publications of the Latin American Program in Fiscal Year 2017 will focus on combating corruption and strengthening democratic governance in Latin America; encouraging innovation and entrepreneurship in Latin America and the Caribbean; highlighting experiences

in mitigating social conflict over mining and other extractive industries in the Western Hemisphere; the political and economic future of Venezuela and U.S. policy options; and examining the economic and political influence of Asia in Latin America.

### **Mexico Institute**

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

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

Specific efforts will include: An innovation forum bringing Mexican legislators to the United States to learn about innovation policy; a major publication on competitiveness and economic integration with the United States; a series of reports on North American energy integration; a major new publication on Regional Economic Competitiveness in U.S.-Mexico border communities; a project to document U.S.-Mexico military cooperation; a new study of Mexico's southern border; continued research into the growing challenges associated with transmigration from Central America through Mexico; and the creation of a high-level task force to support government efforts to increase educational exchange. A major new initiative studying the Rule of Law and Corruption in Mexico has begun in conjunction with partners in Mexico, including the publication of papers, an essay competition, online resources and events in both Washington and Mexico City.

### **Brazil Institute**

The Brazil Institute is the only country-specific public policy institution in Washington dedicated to Brazil. 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. Its program of conferences and

policy discussions, original research, and publications is supported by private and public funding.

In FY 2016 - FY 2017 the Brazil Institute will continue to explore public policy issues of importance to Brazil and its relations with the United States and the world in the context of Brazil's role as a regional power and global actor. The Institute focuses primarily on issues related to rule of law and the building of democratic institutions, social and economic developments, climate change, innovation policies and Brazil-US cooperation on science and technology.

Building on an ongoing partnership with the São Paulo Science Foundation (FAPESP), the Brazil Institute has brought together over 200 leading American and Brazilian scientists and scholars since 2011 in annual conferences and parallel events. Started at the Wilson Center, the FAPESP Week series has taken place at leading research universities in the US, Canada, the United Kingdom, Germany, China, Japan, Spain and Argentina. In the US, conferences have been held in partnership with the Massachusetts Institute of Technology, the University North Carolina in Chapel Hill and Charlotte, North Carolina State University, the University of California in Berkeley and Davis, the Universities of West Virginia, and Ohio State University. The series, to be continued in 2016 at the Universities of Michigan and Ohio, showcase research projects pursued jointly by Brazilian and American scientists and scholars as emerging cooperative projects in the fields of science technology and the humanities. In 2014, the Institute hosted with FAPESP and the United States Department of Energy a major symposium on the hydrological equilibrium of the Amazon region.

The ongoing fight against corruption has been the focus of the first of four conferences geared towards addressing the issues of the rule of law and the building of democratic institutions which will take place in Brazil and the US over the next two years. Teaming up with law schools in both countries, along with law firms and the respective judicial branches have all been instrumental in producing relevant and insightful seminars and publications.

### **Middle East Program**

The Middle East Program deals with an area of the world that is of great importance to the United States due to its strategic location, oil resources, and because many of the most complex problems associated with modernization, democratization, and Islamic radicalism are playing themselves out in the region. The Program examines the effect of the dynamic and unsettled conditions in these countries. The Middle East Program exists as a critical resource for the Washington policymaking community and beyond, informing decisions that affect U.S. foreign policy and stimulating public debate. In addition to analyzing current events in the

Middle East, the Program not only follows trends but also highlights upcoming issues facing the region, remaining at the forefront of Washington-area research centers dealing with the Middle East.

The significance of the region for the United States and its allies is underlined by such critical issues as the ongoing transitions in the Middle East as a result of the Arab uprisings, the role of Islamist parties and governments in some countries, the increased use of social media, the role of youth and the opposition in affecting change, the stalemate in Israeli-Palestinian diplomacy, the Iranian nuclear issue, human rights and women's rights, regional economic and political relations, globalization, and U.S. foreign policy in the region.

In FY 2015, the Middle East Program continued its series of meetings on U.S. foreign policy in the region, the nuclear negotiations with Iran and the P5+1, ISIS in Iraq and Syria, the Israeli-Palestinian conflict, women's role in the region, parliamentary and presidential elections, uprisings against Islamist governments, Syria's civil war and spillover into neighboring states, and political instability throughout the region.

The Middle East Program has several key objectives for FY 2016 and FY 2017. The Program will continue to focus on issues of governance in the region, including both the transitions taking place and the growing instability in some countries. In light of the recent transformation in the region, the Program plans to stay abreast of regional developments and identify emerging trends and potential conflicts, specifically regarding women and youth. The Program will also closely follow the impact ISIS has on Iraq, Syria, the region, and women in particular, along with Syria's civil war and its millions of refugees and internally displaced persons. In addition, the Middle East Program will analyze the regional implications of issues related to human security, the environment, energy, and water. The Program will also assess the impact of the nuclear deal with Iran and how it will affect regional power dynamics and U.S. policy for years to come.

Over the next several years, the Middle East Program will continue its collaborative efforts with the Wilson Center's other programs and outside organizations. The Program will remain a forum for dialogue between experts and thought leaders from the region and the United States—journalists, policymakers, academics, and analysts. In order to inform public policy, the Program will also continue to reach out to its audiences and stakeholders through panel discussions, seminars, private high-level briefings, electronic publications, and an expanded social media presence.

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

The History and Public Policy Program (HAPP) builds on the nearly two-decades long, four million dollar investment the Wilson Center and supporting foundations have made in the

Center's highly successful Cold War International History Project (CWIHP)—the epicenter of a large international network of scholars, teachers, journalists, archivists, and policymakers engaged in reconsidering the history of the Cold War with the benefit of archival evidence from the communist side.

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

HAPP integrates the insights of humanities scholars and social scientists with experienced public policy practitioners inside and outside government to provide in-depth context on critical foreign policy issues and to identify opportunities for the effective use of historical scholarship in the policy process.

Through its award-winning online Digital Archive of declassified, translated historical documents from state and non-state archives around the world, HAPP also serves as a resource for scholars, students, journalists and policy-makers seeking new international sources and research on the most pressing threats to U.S. national interests and international security, on the forces shaping these problems, and on their historical and conceptual foundations.

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

FY 2016 activities highlights include a November 2015 conference commemorating the seventieth anniversary of Korean liberation from Japanese colonial rule and national division, a November 2015 Critical Oral History Conference on the International Atomic Energy Agency, and a December 2015 conference on Nuclear Forces and Non-Proliferation.

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

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

The Science & Technology Innovation Program (STIP) at the Wilson Center focuses on the technological frontier and the public policy challenges and opportunities presented by emerging science and technology. On-going projects explore the policy impacts and implications of synthetic biology, do-it-yourself biology, citizen science, additive manufacturing and 3D printing, and serious games.

STIP is in the process of revising and relaunching its popular *Budget Hero* video game, which allows players to make decisions about the federal budget. The project will draw on the serious game expertise of STIP and the budget expertise of the Hutchins Center on Fiscal and Monetary

Policy at the Brookings Institution. Other STIP work includes introducing policymakers to the intricacies of the Deep Web and the Darknet, developing ways to better address complexity in decision-making, and a National Science Foundation-supported project looking at the environmental and human health impacts of additive manufacturing/3D printing.

STIP also receives support from the Alfred P. Sloan Foundation for two key initiatives, the Synthetic Biology Project and the Commons Lab. Recent work by the Synthetic Biology Project looks at public perceptions of human germline modification, examines the existing regulatory pathways for synthetic biology applications moving to market, and provides the only full accounting of federal research funding into the technology. So far in 2015, the Commons Lab has hosted the first-ever Science Hack Day in Washington, DC; developed a framework to help researchers and volunteers using open-participation methods to navigate intellectual property issues; and released a report examining the legal obstacles for government agencies using citizen science techniques.

### **Program on Global Sustainability and Resilience**

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

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

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

In FY 2015 and FY 2016, CEF will continue to expand its "Choke Point" initiative on the water-energy nexus through its three-year research and exchange project to examine how two port cities – Oakland, CA, USA and Shenzhen, Guangdong Province, China – are dealing with water-energy choke points and how these choke points impact pollution. Under the Choke Point initiative, CEF will continue to collaborate with ECSP and the Asia Program to expand water-energy-food analysis in India and work again with the Mexico Institute on similar reports on

Mexico. CEF has undertaken a cross-programmatic initiative to create interactive infographics and blog posts on energy flows in China, Canada, and the United States with some of the information published on the Wilson Center's New Security Beat webpage. Additionally, CEF has begun preparations to publish the 13<sup>th</sup> edition of its journal, the China Environment Series with an estimated delivery in early 2016. Over the course of both years, CEF will continue convening monthly meetings that examine China's clean energy, food safety, and water challenges, featuring Chinese and American speakers from government, NGOs, the private sector, and the media.

Environmental Change and Security Program (ECSP): ECSP examines the issues at the nexus of environment, population, health, development, and security. ECSP explores the conceptual and policy linkages between these fields; how policymakers in the United States and other countries are utilizing these linkages to develop policy responses; and how governments, non-governmental organizations (NGOs), and businesses are responding to the causes and effects of environmental, health, and demographic changes.

In FY 2015, ECSP organized seminars, workshops, and conferences at the Woodrow Wilson Center on a range of topics, including climate change's impact on national security; megatrends and the Sustainable Development Goals; and The Sahel Beyond the Headlines: Population, Environment, and Security Dynamics. ECSP also greatly expanded its online network through its daily blog, the New Security Beat, and its social media outreach, fostering new dialogue and comparative insights in its dual capacity as a neutral forum and an information clearinghouse.

In FY 2016 and FY 2017, ECSP will continue work on environment, health, and security connections. Featured events in FY 2016 include conferences on climate change and national security, and environmental trends and conflict in developing countries.

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

In FY 2015, MHI organized fourteen seminars at the Wilson Center on a range of topics in Washington, D.C., including "Addressing Maternal Health and Gender-Based Violence in Times of Crisis" and "Emerging Priorities for Maternal Health in Nigeria." Additionally, the award-winning *New Security Beat* blog shared new research, highlighted dialogue meetings, and disseminated podcasts with maternal health experts, policymakers, and in-country panelists.

In FY 2016, MHI will continue its partnership with the United Nations Population Fund and the Maternal Health Task Force at Harvard's School of Public Health in bringing together

practitioners, policymakers, and scholars on maternal health to help facilitate greater dialogue on strategies to improve quality of maternal health care and implementation research. In FY 2016, MHI is planning to host an in-country dialogue in Mexico on emerging priorities in maternal health in addition to dialogue workshops in Washington, D.C.

Urban Sustainability Laboratory (USL): Through research and dialogue, the Urban Sustainability Laboratory identifies innovation in urban policy both in the United States and abroad and provides government leaders and practitioners with new solutions to challenges, and strategies to leverage opportunities in an increasingly urbanized world. The Urban Sustainability Laboratory engages experts from around the world to identify policies that harness the energy of urban growth and diversity to create sustainable, inclusive, equitable, and peaceful cities.

In FY 2015 the Urban Sustainability Laboratory organized seminars, workshops and conferences at the Wilson Center and abroad, focusing on federal, state, regional, and local policies to build urban resilience. The research on U.S. policies and priorities for disaster resilience was presented to decision makers from around the world at the World Water Forum held in Korea.

In FY 2015, USL hosted the Reducing Urban Poverty Paper Competition for graduate students in partnership with USAID, the World Bank, Cities Alliance, and the International Housing Coalition, resulting in a policy workshop and the publication, *Urban Opportunities: Perspectives on Climate Change, Resilience, Inclusion, and the Informal Economy*. In FY 2015, USL also published reports on housing policy, *Policy Shift: How the U.S. Developed a Hybrid Model of Affordable Housing Provision*, and on social entrepreneurship, *Locating Social Entrepreneurship in the Global South: Innovations in Development Aid*.

In FY 2015 USL was appointed to the Habitat III National Committee to contribute to U.S. preparations for the 2016 U.N. Conference on Housing and Sustainable Development. As a part of these efforts, USL is co-chair of the Subcommittee on Connecting the U.S. to Global Conversations, which will elevate best practices for sustainable urbanization, contributing to the development of the Habitat III outcome document, “The New Urban Agenda,” which will guide policy and planning for the world’s cities over the next twenty years.

Major projects planned for FY 2016 and FY 2017 include further research to examine the intersection of climate change, urbanization, and disaster management. USL will focus attention on comprehensive strategies for strengthening core urban systems—water, energy, and transport. Through its networks of academics, policymakers, civil society representatives and business leaders, USL works to advance knowledge about global urbanization, helping governments prepare for the urban future by integrating urban priorities into the development agenda.

ENDOWMENT PRINCIPAL FY 2015  
(Dollars in Thousands)  
Based on Market Value

GENERAL CENTER

Carried Forward from FY 2014 .....	\$23,105
Change in FY 2015 * .....	(\$2,134)
Balance End of FY 2015 * .....	\$20,971

KENNAN INSTITUTE

Carried Forward from FY 2014 .....	\$7,405
Change in FY 2015 * .....	(\$692)
Balance End of FY 2015 * .....	\$6,713

LATIN AMERICAN PROGRAM

Carried Forward from FY 2014 .....	\$1,224
Change in FY 2015 * .....	(\$115)
Balance End of FY 2015 * .....	\$1,009

ASIA PROGRAM

Carried Forward from FY 2014 .....	\$3,645
Change in FY 2015 * .....	(\$342)
Balance End of FY 2015 * .....	\$3,303

GLOBAL EUROPEAN STUDIES

Carried Forward from FY 2014 .....	\$103
Change in FY 2015 * .....	(\$10)
Balance End of FY 2015 * .....	\$93

CANADA INSTITUTE

Carried Forward from FY 2014 .....	\$587
Change in FY 2015 * .....	(\$261)
Balance End of FY 2015 * .....	\$326

HM Korea History and Public Policy

Carried Forward from FY 2014 .....	\$0
Change in FY 2015 * .....	\$1,004
Balance End of FY 2015 * .....	\$1,004

*\*- At time of publication the FY 2015 audit was pending completion.*

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

GENERAL CENTER

Carried Forward from FY 2015 .....	\$20,971
Estimated to be Received during FY 2016.....	\$0
Estimated Balance End of FY 2016 .....	\$20,971

KENNAN INSTITUTE

Carried Forward from FY 2015 .....	\$6,713
Estimated to be Received during FY 2016.....	\$0
Estimated Balance End of FY 2016 .....	\$6,713

LATIN AMERICAN PROGRAM

Carried Forward from FY 2015 .....	\$1,009
Estimated to be Received during FY 2016.....	\$0
Estimated Balance End of FY 2016 .....	\$1,009

ASIA PROGRAM

Carried Forward from FY 2015 .....	\$3,303
Estimated to be Received during FY 2016.....	\$0
Estimated Balance End of FY 2016 .....	\$3,303

GLOBAL EUROPEAN STUDIES

Carried Forward from FY 2015 .....	\$93
Estimated to be Received during FY 2016.....	\$0
Estimated Balance End of FY 2016 .....	\$93

CANADA INSTITUTE

Carried Forward from FY 2015 .....	\$326
Estimated to be Received during FY 2016.....	\$0
Estimated Balance End of FY 2016 .....	\$326

HM Korea History and Public Policy

Carried Forward from FY 2015 .....	\$1,004
Estimated to be Received during FY 2016.....	\$0
Estimated Balance End of FY 2016 .....	\$1,004

ENDOWMENT PRINCIPAL FY 2017  
(Dollars in Thousands)  
Based on Estimated Book Value

GENERAL CENTER

Estimated to be Carried Forward from FY 2016 .....	\$20,971
Estimated to be Received during FY 2017.....	\$0
Estimated Balance End of FY 2017 .....	\$20,971

KENNAN INSTITUTE

Estimated to be Carried Forward from FY 2016 .....	\$6,713
Estimated to be Received during FY 2017.....	\$0
Estimated Balance End of FY 2017 .....	\$6,713

LATIN AMERICAN PROGRAM

Estimated to be Carried Forward from FY 2016 .....	\$1,009
Estimated to be Received during FY 2017.....	\$0
Estimated Balance End of FY 2017 .....	\$1,009

ASIA PROGRAM

Estimated to be Carried Forward from FY 2016 .....	\$3,303
Estimated to be Received during FY 2017.....	\$0
Estimated Balance End of FY 2017 .....	\$3,303

GLOBAL EUROPEAN STUDIES

Estimated to be Carried Forward from FY 2016 .....	\$93
Estimated to be Received during FY 2017.....	\$0
Estimated Balance End of FY 2017 .....	\$93

CANADA INSTITUTE

Estimated to be Carried Forward from FY 2016 .....	\$326
Estimated to be Received during FY 2017.....	\$0
Estimated Balance End of FY 2017 .....	\$326

HM Korea History and Public Policy

Estimated to be Carried Forward from FY 2016 .....	\$1,004
Estimated to be Received during FY 2017.....	\$0
Estimated Balance End of FY 2017 .....	\$1,004